Board of Management

Date of Meeting	**Wednesday 17 June 2026**
Paper No.	**BoM4-N**
Agenda Item	**5.1.3**
Subject of Paper	**People & Culture Committee (13.05.26) – Draft Minutes**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker, Associate Director of Governance & Risk**
Date of production	**01 June 2026**
Action	**For Noting**

1. Recommendations

1.1. To note the minutes of the People & Culture Committee held on 13 May 2026.

2. Consultation

2.1. The draft minutes and associated cover note have been prepared by the Associate Director of Governance & Risk in consultation with the Committee Convenor, who chaired the meeting and provides assurance on the accuracy and balance of the record, and relevant Executive Leads who contributed to, or hold accountability for, the items considered.

3. Key Insights

Key Decisions and Approvals

3.1. The Committee:

- Approved the Committee Terms of Reference, subject to refinement to strengthen references to workforce planning, organisational development and KPI alignment.
- Approved the Schedule of Business for 2026–27, with amendments to strengthen strategic focus on workforce capability and alignment with Committee priorities.
- Approved the Sustainability Action Plan (2026–2031), subject to minor refinement to governance arrangements.

Strategic Matters

3.2. *Performance and Workforce Pressures*. The Committee noted increasing operational pressures within HR, including rising absence levels, workload and employee relations activity. The Committee emphasised the need to move toward more strategic, insight-driven reporting, supported by a focused set of KPIs and improved use of trend and comparative data.

3.3. *Integrated HR System*. The Committee received an update on the Integrated HR System project, noting that issues identified through User Acceptance Testing have delayed the planned go-live. The Committee was assured that these relate to core system functionality and are being addressed by the supplier, with a controlled approach to risk, compliance and payroll integrity.

3.4. *Health & Safety*. The Committee noted continued progress in strengthening the College's safety culture, including improvements in near-miss reporting and the introduction of a Faculty Audit Programme to enhance assurance and compliance across higher-risk areas. The Committee agreed to move toward more strategic, dashboard-style reporting.

3.5. *Sustainability*. The Committee approved the Sustainability Action Plan, recognising its importance in meeting statutory obligations and delivering the College's net-zero ambitions. The Committee emphasised the need for clear delivery pathways, governance and measurable targets.

Governance and Assurance

3.6. *Committee Effectiveness and Focus*. The Committee agreed to strengthen alignment between its Terms of Reference, Schedule of Business and reporting framework, including a mapping exercise to ensure full coverage of its remit.

3.7. *Key Performance Indicators*. The Committee reviewed its KPIs and agreed the need for a more focused, outcome-based set of measures aligned to strategic priorities, with greater use of forward-looking indicators and sector benchmarking.

4. Impact and Implications

4.1. The matters considered by the People & Culture Committee reflect a continued focus on strengthening organisational capability, workforce sustainability and governance, with particular emphasis on:

- Improving workforce performance, wellbeing and engagement.
- Strengthening employee relations and staff voice mechanisms.
- Ensuring effective delivery of strategic projects, including the HR system.
- Maintaining robust health, safety and compliance frameworks.

Appendix 1: People & Culture Committee 13.05.26 - Draft Minutes

CITY OF GLASGOW COLLEGE

Board of Management

MEETING OF THE PEOPLE & CULTURE COMMITTEE

MINUTE OF THE 3RD MEETING (PCC3) HELD ON WEDNESDAY 13 MAY 2026 AT 1500 HRS ON CITY CAMPUS, ROOM C.06.106

Present	
Roddy Gillespie	Stuart McDowall
Flora Irvine-Hall	Stewart Robison
Paul Little	
In Attendance	
Karen Acheson	Allison Miller
Roy Gardner	Lauren Perrie
Debbie Gordon	Marcus Walker
John Gribben	Lauren Webster (Minute)
Apologies for absence	
Manira Ahmad	Kathleen Davis

Item PCC3-1.1	**Welcome and Apologies**	
Paper No: N/A	Lead: Convenor	Action requested: Note
	The Committee NOTED apologies from M Ahmad and K Davis.	

Item PCC3-1.2	**Declaration of Interest**	
Paper No: N/A	Lead: Convenor	Action requested: Note
	No declarations of interest were disclosed.	

Item PCC3-1.3	**Identification of Items to be Discussed Privately**	
Paper No: N/A	Lead: Convenor	Action requested: Note
	The Committee NOTED that an HR Review had been undertaken and that, due to the confidential and highly sensitive nature of aspects of the review, Non-Executive Members of the Committee, together with the Principal, had considered the outcome in a private session. This approach was consistent with the Board's Code of Conduct, ensuring protection of sensitive staffing information and avoiding any impact on individuals currently employed by the College. The Convenor advised the Committee that high-level actions arising from the review would be incorporated into future committee-level HR reporting to enable monitoring of progress.	

Item PCC3-2.1	**Minute of the People & Culture Committee Meeting held on 18 February**

	2026
Paper No: PCC3-A	Lead: Convenor Action requested: Approve
	The Committee APPROVED the minutes of the previous meeting as an accurate record. The Committee NOTED that all actions arising from the previous meeting had been marked complete. Further to a report received at the previous meeting, the Committee NOTED an update on the ongoing health and safety-related dispute with EIS-FELA. The Vice Principal People & Corporate Services advised that, while industrial action had taken place during March and April 2026, engagement continued with EIS full-time officers and the General Secretary to seek resolution. The Committee NOTED that a full internal health and safety investigation had been completed, with findings shared and actions progressing to address identified issues and ensure consistency of practice and safe systems of work. The Committee DISCUSSED the status of the dispute and NOTED that, while the College had taken steps to address the findings, union concerns had extended beyond the original scope of the investigation, reflecting a divergence between established evidence and wider perceptions. The Committee NOTED that mitigations had been implemented to maintain continuity of delivery, including the use of appropriately trained staff within affected areas, ensuring that safe learning environments and student experience were sustained. The Committee DISCUSSED the potential reputational implications and NOTED that, while the direct impact on learning and teaching remained limited, there was a risk that external perceptions could amplify the wider impact of the dispute. The Convenor welcomed the update and acknowledged the continued senior-level oversight and active engagement to progress resolution.

Item PCC3-2.2	Committee Terms of Reference Review
Paper No: PCC3-B	Lead: M Walker Action requested: Approve
	The Committee NOTED that the Terms of Reference are reviewed annually and had undergone a detailed review in August 2025. Members agreed that the remit remains broad and appropriate, but identified areas for improved clarity, including stronger reference to student wellbeing, clearer articulation of health and safety performance monitoring, and greater visibility of workforce-related matters. The Committee DISCUSSED the growing importance of workforce planning and development, noting these are currently addressed through the People and Culture Strategy. The Committee AGREED that paragraphs 2.1 and 2.2 should be refined to better reflect organisational development, workforce considerations, and key

	performance indicators. The Convenor confirmed that the proposed changes were intended to improve clarity and transparency rather than introduce substantive revisions. The Committee APPROVED the Terms of Reference, subject to the agreed refinements being endorsed by the Board of Management.

Item PCC3-2.3	Committee Schedule of Business 2026-27	
Paper No: PCC3-C	Lead: M Walker	Action requested: Approve
	The Committee NOTED the proposed Schedule of Business for 2026-27, aligned to the current three-meeting structure. The Committee DISCUSSED the need to strengthen strategic focus, particularly in relation to organisational priorities and risk. Members highlighted staff capability as a key strategic risk and agreed that this should be reflected through more regular and explicit oversight, rather than a single annual item. The Committee AGREED to amend the schedule to strengthen focus on capability, including reframing the proposed October 2026 agenda item as a capability assessment/review and enhancing coverage across the year. The Committee DISCUSSED the importance of evaluating the investment in the HR system, ensuring implementation and benefits realisation were appropriately reflected within the forward plan. The Committee also DISCUSSED alignment with the wider governance framework, including clarity on Board assurance requirements and how Committee business supports delivery of strategic priorities. The Convenor highlighted that the schedule should remain flexible and that mapping against the Terms of Reference would provide assurance that the Committee covered all aspects of its remit. The Committee AGREED that a mapping exercise between the Terms of Reference and the 2026-27 Schedule of Business be undertaken and reported back to the next meeting. The Committee APPROVED the Schedule of Business 2026-27.	

The Associate Director of Facilities and Front of House joined the meeting.

Item PCC3-2.4	Sustainability Action Plan	
Paper No: PCC3-D	Lead: J Gribben/A Miller	Action requested: Approve

	The Committee NOTED that the Sustainability Action Plan had been developed with input from internal stakeholders and external sector expertise, and aligned to statutory requirements and national guidance, including climate change duties and sustainability reporting expectations. The Associate Director advised the Committee that the Plan was intended as a strategic and evolving framework, supporting delivery of net zero targets and wider sustainability goals. The Committee DISCUSSED the breadth of the Plan and emphasised the importance of clear delivery pathways, measurable targets and defined milestones, particularly in relation to carbon reduction and behavioural change. Members acknowledged the need to clearly articulate financial implications and value, recognising the identified delivery and capacity risks associated with achieving net zero. The Committee DISCUSSED the role of the Sustainability Working Group as the primary coordination forum for delivery, noting that it would report through the Committee rather than operating as a formal sub-committee. The Committee AGREED that the governance diagram within the Plan should be updated to reflect this more clearly. The Committee APPROVED the Sustainability Action Plan, subject to the inclusion of a revised governance diagram.

The Associate Director of Facilities and Front of House left the meeting.
The Head of Service for Health & Safety, Security and Front of House Services joined the meeting.

Item PCC3-3.1.1	**Health & Safety Report**
Paper No: PCC3-E	Lead: J Gribben/D Gordon Action requested: Discuss
	The Committee NOTED the Health and Safety Report and associated monthly reports for January to March 2026, presented through SMT, ELT and the Health and Safety Committee. The Committee noted that 20 accidents and four incidents were reported, including two RIDDOR reportable incidents, alongside continued improvements in near miss reporting, reflecting a more proactive safety culture. The Committee NOTED the increased emphasis placed on proactive indicators, including training, risk assessment activity and staff engagement, and the introduction of the Faculty Audit Programme to strengthen compliance assurance and oversight across higher-risk areas. The Committee DISCUSSED the level and format of reporting and AGREED that future reports should provide clearer strategic oversight, including trend analysis, key risk drivers and areas of greatest impact, supported by concise visual summaries. The Convenor confirmed that this aligned with the planned transition to quarterly reporting, supported by an Annual Health and Safety Report, to enable a more strategic view of performance and risk. The Committee AGREED that reporting should be enhanced to include high-level performance indicators, trend analysis, and clear visual dashboards,

	with greater focus on early risk identification and preventative controls. The Committee DISCUSSED the Riverside incident within the Fabrication Workshop, where Health & Safety Executive findings related to training records and documentation rather than unsafe working practices. The Head of Service advised the Committee that the Faculty Audit Programme would strengthen record-keeping, competency assurance and consistency of controls across practical workshop environments. The Committee AGREED that further development of data analysis, including RAG ratings and proportionate metrics, should support improved oversight of risk, particularly within practical learning environments.

The Head of Service for Health & Safety, Security and Front of House Services left the meeting.

Item PCC3-3.2.1	**Internal Audit Report: Fair Work**
Paper No: PCC3-F	Lead: J Gribben Action requested: Discuss
	The Committee NOTED the findings of the Internal Audit Report on Fair Work Practices, including the overall 'satisfactory' level of assurance. The Committee DISCUSSED the broader Fair Work context and NOTED that compliance was evidence-based and not subject to formal national benchmarking or accreditation, with assurance derived from available evidence against the Fair Work Framework. The Vice Principal advised the Committee that the audit process included engagement with trade unions, although representation had been uneven, with EIS/FELA input informing findings. The Committee NOTED that the College had demonstrated a strong range of Fair Work practices across policy, training, monitoring and engagement arrangements, while recognising that improvements were required in formal policies and procedures and in mechanisms supporting effective voice. The Committee DISCUSSED the findings relating to industrial relations and the Local Negotiating Committee (LNC) and NOTED the differing perspectives between management and EIS/FELA. The Vice Principal informed the Committee that the progression of concerns through the LNC required clearer, evidence-based articulation of issues and proposed solutions, in line with the audit recommendations. The Committee DISCUSSED a recommendation to strengthen employee voice, including the proposed introduction of a Staff Council or similar forum to supplement existing arrangements and capture feedback more consistently between staff survey cycles. The Committee NOTED the importance of ensuring that Fair Work reflected the experience of all staff. The Committee AGREED that an action plan would be progressed through appropriate governance routes, including engagement with the LNC. Further to this, the Committee AGREED that the Vice Principal should seek clarification from Internal Audit on the number and classification of actions identified within the report.

Item PCC3-3.2.2	HR Metrics Report	
Paper No: PCC3-G	Lead: L Perrie	Action requested: Discuss

The Committee NOTED the HR Metrics Report, recognising that it provided a comprehensive full-year overview of workforce data, including key trends across absence, turnover, recruitment and organisational development activity.

The Committee DISCUSSED the level of detail within the report and NOTED that, while comprehensive, it was largely focused on volume and operational activity rather than performance insights. The Committee AGREED that future reporting should adopt a more strategic, streamlined approach, focusing on a smaller number of key performance indicators, supported by trend analysis and concise narrative.

The Committee NOTED key themes from the data, including an increase in sickness absence to 4.66% and high levels of case management activity, with particular impact in academic areas and implications for student experience and operational delivery. The Convenor highlighted that both absence and wellbeing should remain a priority area of focus for the Committee.

The Committee NOTED that organisational development activity remained active, with significant training activity delivered; however, engagement with the PDR process remained low, with a substantial proportion of staff not participating. This was DISCUSSED as an opportunity to strengthen performance management, staff engagement and workforce development.

The Committee DISCUSSED benchmarking and AGREED that greater use of comparative data across the sector would support improved understanding of performance and context.

The Committee DISCUSSED the predominance of lagging indicators within the report and AGREED that the development of forward-looking, leading indicators would support earlier identification of risk and more proactive decision-making.

The Committee AGREED to endorse the proposed approach of introducing a core set of metrics, complemented by themed “deep dive” reports (including absence, wellbeing and development) across the Committee cycle to support a more strategic approach to reporting and decision making. The Convenor emphasised the continued importance of strengthening alignment between metrics, KPIs and strategic priorities.

The Committee NOTED that the development of employee voice mechanisms, including a Staff Council, alongside wider engagement approaches, would support improved wellbeing and may contribute to addressing absence levels.

Item PCC3-3.2.3	HR Systems	
Paper No: PCC3-H	Lead: J Gribben/ L Perrie	Action requested: Discuss

	The Committee NOTED the update on the Integrated HR System project, including its strategic importance, scale of investment and status. The Vice Principal advised the Committee that the project had been developed over a two-year period, with significant financial investment approved by the Board, and delivered with strong governance through the Project Management Office (PMO). The Committee NOTED that the project had progressed broadly in line with plan through earlier stages, supported by effective governance and significant internal engagement, including successful completion of key milestones and stage gates. The Committee NOTED that User Acceptance Testing had identified material product readiness issues, particularly in areas critical to payroll accuracy, data protection and reporting. The Vice Principal informed the Committee that these issues had been formally escalated to the supplier. The Committee NOTED that these issues were expected to impact project timescales, with delivery likely to move from the planned summer go-live to later in the year, pending resolution and assurance that the system is fit for purpose. The Committee DISCUSSED contractual considerations and NOTED that the identified issues related to core system functionality within the agreed specification and would therefore be addressed by the supplier. The Vice Principal advised the Committee that no additional cost was anticipated at this stage, although the position would be clarified following ongoing engagement. The Committee NOTED that the system represents a newly developed product, with the College acting as an early adopter. While this presented delivery challenges, it also provided leverage in discussions with the supplier to secure required functionality and resolution. The Committee NOTED assurance that a controlled, evidence-based approach was being taken, with timelines, training and go-live plans being re-aligned to ensure system readiness and to mitigate risk to payroll accuracy, compliance and data protection.
Item PCC3-3.3	**Committee Level Key Performance Indicators**
Paper No: PCC3-I	Lead: M Walker Action requested: Discuss
	The Committee NOTED its Key Performance Indicators (KPIs), which responded directly to a Board request for all committees to review the relevance and effectiveness of KPIs in supporting priority setting, risk focus and performance oversight. The Committee DISCUSSED the current suite of KPIs and emphasised the importance of ensuring that measures were clearly defined, meaningful and aligned to the Committee's strategic remit and priorities, supporting effective scrutiny, challenge and assurance. The Convenor highlighted the need to

	prioritise a more focused set of indicators, recognising that some existing measures reflected activity rather than performance or impact. The Committee DISCUSSED the need to strengthen how performance was measured, including clearer articulation of efficiency and effectiveness, and a greater emphasis on outcomes rather than inputs, particularly in areas such as employee relations and workforce performance. The Committee DISCUSSED benchmarking approaches, noting the added value of sector comparison, alongside opportunities to draw on wider best practice beyond the sector. Further to this, the Committee AGREED that greater focus should be given to forward-looking, leading indicators, reducing reliance on lagging measures and strengthening alignment with strategic priorities and risk to support improved decision-making. The Committee AGREED that KPI review points should be aligned to the Committee's Schedule of Business, with consolidated feedback provided to the Director of Excellence to inform future refinement of the performance framework and reporting arrangements.
Item PCC3-3.4	**Strategic Risk Review**
Paper No: PCC3-J	Lead: M Walker Action requested: Discuss
	The Committee NOTED the Quarter 4 Strategic Risk Review. The Committee NOTED that no changes to risk scoring were proposed for Quarter 4 2025/26, with risk levels remaining stable across the reporting period. The Committee DISCUSSED the risk update provided and were content with the narrative and scoring outlined. The Committee NOTED that work was ongoing to strengthen the College's approach to risk management, including improved alignment between the strategic risk register and operational risk processes, and exploration of potential system and framework enhancements informed by sector guidance and emerging best practice. The Committee NOTED that Board members with relevant expertise had expressed an interest in supporting further development of the College's risk management approach, providing additional assurance and insight.
Item PCC3-4.1	**IT Progress Report**
Paper No: PCC3-K	Lead: S Renton Action requested: Note
	The Committee NOTED an IT Progress Report.
Item PCC3-4.2	**Equality, Diversity & Inclusion Update**
Paper No: PCC3-L	Lead: S Harrison Action requested: Note
	The Committee NOTED an Equality, Diversity & Inclusion Update.
Item PCC3-4.3	**Estates and Facilities Management Report**

Paper No: PCC3-M	Lead: J Gribben	Action requested: Note
	The Committee NOTED an Estates and Facilities Management Report.	

Item PCC3-5.1	**Any Other Notified Business**	
Paper No:	Lead: Convenor	Action requested: Note
	The Convenor, on behalf of the Committee, thanked Flora Irvine-Hall, Student President and Board Member, for her valued contribution to the Committee, noting that her term of office will conclude on 30 June 2026.	

Item PCC3-5.2	**Review of Meeting**	
Paper No:	Lead: Convenor	Action requested: Note
	The Committee NOTED positive feedback from attendees and the Convenor was commended on his efficiency and time management.	

Item PCC3-5.3	**Disclosability of Papers**	
Paper No:	Lead: M Walker	Action requested: Note
	The Committee NOTED that the disclosability status of all papers would be retained.	

Item PCC3-5.4	**Date of Next Meeting**	
Paper No:	Lead: Convenor	Action requested: Note
	The Committee NOTED that its next meeting is to be confirmed.	

Meeting Closes 17:10

ACTIONS FROM MEETING

PCC3-2.2 13 05 26	**Terms of Reference** The Committee agreed to amend the Terms of Reference to strengthen explicit reference to workforce planning and workforce development, aligned to the People and Culture Strategy.	ADGR	
PCC3-2.3 13 05 26	**Schedule of Business** The Committee agreed to amend the Schedule of Business to strengthen focus on capability, including reframing the October item as a capability assessment/review and enhancing coverage across the Committee cycle.	ADGR	
PCC3-3.1.1 13 05 26	**Mapping Exercise** The Committee agreed that a mapping exercise between the Committee's Terms of Reference and the Schedule of Business for 2026–27 be undertaken and reported back to the Committee, to provide assurance that all aspects of the Committee's remit are addressed.	ADGR	
PCC3-2.4 13 05 26	**Sustainability Working Group** The Committee agreed that the governance diagram be updated to clarify that the Sustainability Working Group does not formally report to the Committee, including the use of an appropriate dotted-line relationship.	AD Facilit -ies	
PCC3-3.1.1 13 05 26	**Health & Safety Quarterly Report** The Committee agreed that the reporting format for Health and Safety be enhanced to provide clearer strategic oversight, including trend analysis, key risks, and high-level performance indicators, supported by concise visual summaries (e.g. one-page dashboards), to be incorporated into quarterly reports and summarised annually.	Head of H&S	
PCC3-3.2.1 13 05 26	**Fair Work Internal Audit** The Committee agreed to seek clarification from Internal Audit on the number and classification of actions identified within the Fair Work report.	VPPC C	

ACTIONS FROM PREVIOUS MEETING

Item	Description	Owner	Progress Update
PCC2-5.1.2 18 02 26	**H&S Monthly Report** The Committee discussed specific incidents, including a report of aggression between two members of staff, and requested clarification on whether students had witnessed the event. The Committee agreed that the Vice Principal should review the matter and update members via correspondence.	VPP CC	**In-progress.** Verbal update to be provided.