CITY OF GLASGOW COLLEGE

PAPER PCC3-A

Board of Management

MEETING OF THE PEOPLE & CULTURE COMMITTEE

MINUTE OF THE 2nd MEETING (PCC2) HELD ON Wednesday 18 February 2026 AT 1500 HRS, REMOTE, TEAMS.

Present	
Roddy Gillespie (Convener)	Flora Irvine-Hall
Manira Ahmed	Stuart McDowall
Kathleen Davis	Stewart Robison
In Attendance	
Katrina Daly	Allison Miller
Chris Deery	Lauren Perrie
Roy Gardner	Scott Renton
John Gribben	Marcus Walker
Scott Harrison	Lauren Webster (Minute)
Apologies for absence	
Paul Little	

Item PCC2-1	**Welcome and Apologies**
Paper No: N/A	Lead: Chair — Action requested: Note
	The Committee NOTED apologies from P Little. The Convenor welcomed L Peirre, the new Director of HR, to her first meeting of the People & Culture Committee. The Convenor welcomed R Gardner, Depute Principal & COO, to the meeting for Item PCC2-5.1.1. The Committee NOTED that due to the Depute Principal & COO needing to leave the meeting early, both items PCC2-5.1.1 and PCC2-5.1.2 would be taken first on the agenda. The Committee NOTED that to support effective governance the Board of Management had agreed that all committees should nominate a vice convenor. The Committee DISCUSSED the role and APPROVED S Robison (Non-Executive Member) as Vice Convener for the Development Committee.

Item PCC2-2	**Declaration of Interest**
Paper No: N/A	Lead: Convener — Action requested: Note
	None.

Item PCC2-3	**Identification of Items to be Discussed Privately**
Paper No: N/A	Lead: Convener — Action requested: Note
	None.

Item PCC2-4.1	**Minute of the People & Culture Committee Meeting held on 29 October**

	2025
Paper No: PCC2-A	Lead: Convener Action requested: Approve
	The Committee APPROVED the minutes of the previous meeting. The Committee NOTED that the minute had stated the *HR Effectiveness Review Report* would be presented at this meeting. The Vice Principal People & Corporate Support advised the Committee that the Principals review was concluded, and that this is now going through internal governance, and that there was the full expectation this would be presentation to the Committee on 13 May 2026.

Item PCC2-5.1.1	**HSE Note of Contravention and College Response**
Paper No: PCC2-D	Lead: R Gardener/J F Gribben Action requested: Discuss
	The Committee NOTED an update on the Health & Safety Executive (HSE) Note of Contravention issued to the College on 9 December 2025, along with the College's response and the subsequent closure of the matter by the HSE, the UK regulator on such matters. The Committee NOTED an overview of the sequence of events, beginning with health and safety concerns raised by EIS-FELA in late November, which expanded from four initial points to seventeen during formal dispute discussions. These points formed the basis of an action plan which the Health & Safety Team implemented promptly. The Committee NOTED that HSE inspectors visited the Riverside campus on 19 December 2026 and issued a Note of Contravention relating specifically to the College's inability to evidence training records for appropriate use of the Local Exhaust Ventilation (LEV) system in welding areas. The Depute Principal & COO reassured the Committee that the College had identified the issue internally prior to the HSE visit and had already begun corrective action. The Committee NOTED that all required actions mandated by the HSE were completed within the specified timescale. The College's response included detailed reporting and an independent occupational hygienist's input to validate the corrective measures. Further to this, the Committee NOTED that the HSE confirmed in writing on 6 February 2026 that the College had fully complied with the notice, formally closing the matter. The Committee DISCUSSED the wider implications, including staff engagement, the forthcoming industrial action ballot notified by EIS-FELA, and the reputational impact of recent media reporting. Members emphasised the importance of clear factual communication to staff, students and stakeholders, particularly where external narratives diverge from the regulatory findings, encouraging fact over narrative. The Committee DISCUSSED the following in relation to the broader governance aspects arising from the Note of Contravention: • The overall robustness of the College's health and safety framework, including the remit and responsibilities associated with Risk Assessments and Safety Audits.

- The necessity of ensuring consistent staff adherence to internal procedures.

- Key learnings from the incident, particularly the need for strengthened workshop observations in high-risk areas to verify that documented competence aligns with practice.

The Committee DISCUSSED cultural factors affecting the completion of several points within the action plan which required staff engagement. Members welcomed management's approach to balancing individuals raising legitimate safety concerns with the need for constructive engagement with both staff and Trade Unions.

The Convenor, on behalf of the Committee, acknowledged that appropriate assurances had been received in line with the standard and recognised procedures. The Committee NOTED that from a first-line operational perspective, management provided a clear account of the events leading to the HSE intervention and the immediate corrective actions taken. From a second-line risk and compliance perspective, the Committee received confirmation that the College's health and safety framework, oversight processes and risk controls had been applied to assess the issue and ensure regulatory compliance, and that this had been confirmed by HSE. From a third-line assurance perspective, the Committee received evidence that training records, competency documentation and associated remedial actions had been strengthened and independently validated, providing assurance that the underlying control weaknesses had been addressed.

Depute Principal & COO left the meeting

Item PCC2-5.1.2	**Health & Safety Monthly Reports**
Paper No: PCC2-E	Lead: J F Gribben/ D Gordon Action requested: Discuss

The Committee NOTED the Health & Safety Monthly Reports for October to December 2025. The Vice Principal provided an overview of the standing reports, which are reviewed monthly by SMT.

The Committee NOTED that during the reporting period there were 39 accidents and 9 incidents, all documented within the submitted reports. The Vice Principal highlighted those behavioural incidents - primarily involving students - had increased, and that the College continued to encourage near-miss reporting to strengthen learning and prevention.

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. The Committee NOTED the importance of culture and visibility, recognising the potential impact of poor behaviour on students and the wider learning environment.

The Committee further DISCUSSED the potential streamlining of report and

	AGREED that it should receive a quarterly report, rather than three individual monthly reports. The Vice Principal advised the Committee that such a change in reporting would require an update to the Health & Safety Policy.

S Harrison, Organisational Development Manager, joined the meeting

Item PCC2-4.2	Pay Gap Report
Paper No: PCC2-B	Lead: J F Gribben/S Harrison Action requested: Approve
	The Committee NOTED the annual Pay Gap Report, presented as part of the College's Public Sector Equality Duty reporting requirements. The Organisational Development Manager (SR) highlighted that the report provided the required mean and median pay gap calculations, with the caveat that some protected characteristic data remains incomplete due to staff opting not to disclose. The Committee NOTED that data completion rates were expected to improve through the rollout of the College's new integrated HR system. The Committee DISCUSSED the benchmarking approach, with members encouraging broader comparison beyond the college sector to the wider public sector and industry. Members DISCUSSED unconscious bias training, the application of the College's refreshed Equality Impact Assessment processes, and recent engagement with national EDI campaigns. Further to this, the Committee DISCUSSED how actions arising from the report could be more clearly linked to key performance indicators and equality outcomes, noting resource constraints within the HR team but also ongoing improvements associated with the new HR system. The Committee APPROVED the Pay Gap Report for publication on the College website.

K Daly, Associate Director People & Culture, joined the meeting

Item PCC2-4.3	Recruitment and Selection Policy
Paper No: PCC2-C	Lead: J F Gribben/K Daly Action requested: Approve
	The Committee NOTED a revised Recruitment and Selection Policy. The Vice Principal outlined that the Policy had been updated to reflect current best practice, with the specific revisions detailed in the accompanying paper. The Committee NOTED that Unison had confirmed that they had no comments on the draft Policy and that, despite repeated attempts by the College to engage, EIS-FELA had submitted no feedback. The Committee DISCUSSED the context of the consultation process and confirmed that there were no further points requiring clarification. The Committee APPROVED the Recruitment and Selection Policy.

Item PCC2-5.2.1	HR Metrics Report
Paper No: PCC2-F	Lead: J F Gribben/ K Daly Action requested: Discuss

	The Committee NOTED the HR Metrics Report, which provided an update on key performance indicators (KPI's). The Vice Principal highlighted increased operational workload, largely driven increased employment relations activity, and a rise in absence cases. The Committee NOTED progress on the new integrated HR system was reported as on track and within budget, with blueprints for both payroll and HR modules now approved. The Committee DISCUSSED trends within the data provided, including increases in overtime, additional hours, headcount, turnover, and occupational health referrals. The Committee NOTED staff turnover rates and their potential impact on students, with the Vice Principal confirming that curriculum delivery had not been affected but would provide further analysis in future. The Committee DISCUSSED stress related absences and received assurance on the support offered through occupational health referrals, stress risk assessments, occupational health input, and wellbeing resources. The Committee DISCUSSED wider capacity pressures within the HR function, and recongised that increasing volumes of operational and reactive work were limiting progress on strategic priorities. The Convenor acknowledged the importance of using the new HR system to strengthen KPI reporting and support more effective management interventions.

Item PCC2-5.2.2	**Staff Wellbeing & Engagement Survey Progress Report**
Paper No: PCC2-G	Lead: J F Gribben/S Harrison Action requested: Discuss
	The Committee NOTED a progress update on staff wellbeing and the actions arising from the previous engagement survey. The Vice Principal highlighted that the earlier survey had been undertaken during a period of significant organisational change, including industrial action and reductions to staff headcount, and that the priority was to close out the current faculty-level action plans. The Committee NOTED that planning is underway for the next wellbeing survey, with procurement progressing for an external provider, and that a further One City staff engagement event will take place later in the term, following strong participation and positive feedback last year. The Organisational Development Manager advised the Committee that a wide range of wellbeing initiatives had been delivered since the last survey, including targeted manager training, the development of local and college-wide wellbeing action plans, and staff engagement campaigns. The Committee DISCUSSED anticipated improvements expected in the next survey, particularly around staff appreciation, organisational affiliation, and staff willingness to recommend the College as an employer. Members also explored opportunities to more explicitly connect wellbeing initiatives to specific outcomes and priorities, including retention and morale. It was NOTED that a refreshed network of mental health first aiders is now in place. Although a new survey has not yet been conducted, anecdotal feedback and staff engagement levels suggest positive progress.

S Harrison and K Daly left the meeting

Item PCC2-5.2.3	Internal Audit: Fair Work Audit	
Paper No: PCC2-H	Lead: J F Gribben	Action requested: Discuss
	The Committee NOTED that the internal audit report on Fair Work had not been published. The Vice Principal confirmed that the Fair Work Audit Report would be ready for review by the Audit & Assurance Committee on 3 March 2026, prior to its receipt by the People & Culture Committee on 13 May 2026.	

A Miller, Associate Director of Facilities, Front of House and Reception.

Item PCC2-5.3	Sustainability Action Plan	
Paper No: PCC2-I	Lead: J F Gribben/A Miller	Action requested: Discuss
	The Committee NOTED an update on the Sustainability Action Plan, presented in its second draft. The Vice Principal confirmed that the plan had been revised in line with previous feedback by members and would undergo further consultation with relevant faculties and external partners before being brought back for final approval on 13 May 2026. The Committee NOTED ongoing work, including engagement with Procurement, discussions with faculty teams, and input received from external partners such as EAUC, Hub West Scotland, and regional college groups. The Committee DISCUSSED opportunities to broaden learning from organisations beyond the FE sector, emphasising the value of wider industry benchmarking and external expertise. The Committee DISCUSSED the need for the final plan to balance ambition with deliverability, ensuring clarity over accountability across the College. The Associate Director advised the Committee that the College will host a Glasgow Goes Green event for the first time, highlighting growing external engagement. The Committee DISCUSSED the development of KPIs and target dates for the final plan, and encouraged the College to distinguish short-, medium- and long-term milestones to reflect resource constraints whilst retaining momentum.	

A Miller left the meeting

Item PCC2-5.4	Digital Strategy Progress Report	
Paper No: PCC2-J	Lead: S Renton	Action requested: Discuss
	The Committee NOTED an update on progress against the College's Digital Strategy for 2021-2030, including developments across key ICT renewal priorities. The Director of IT advised the Committee that College ICT remained in period of renewal, with major projects underway such as the £3m network refresh, enhancements to AV and teaching spaces, and continued work to strengthen cyber resilience.	

	The Committee NOTED that improvements have been made to remote access functionality through the integration of voice services into Microsoft Teams, and ongoing work in expanding the College's use of data, including new Power BI dashboards and early development of predictive analytics. The Committee DISCUSSED the growing cyber security risks and the importance of joined-up monitoring and real-time response capability. The Director of IT informed the Committee that the College is participating in regional cyber-security networks and exploring replacement options for the current SIEM (Security Information and Event Management) platform. The Committee NOTED sector-wide challenges, including ageing infrastructure dating back to the campus opening, rising costs linked to global shortages in device components, and constraints posed by limited capital funding. The Committee DISCUSSED the need to prioritise digital investments within the available capital funding allocation. The Director of IT acknowledged that continued underinvestment could impact the College's cyber resilience rating, and that contingency planning could require reprofiling or scaling of digital initiatives.

Item PCC2-5.5	**Strategic Risk Review**	
Paper No: PCC2-K	Lead: M Walker	Action requested: Discuss
	The Committee NOTED the Quarter 3 Strategic Risk Review, presented by the Associated Director of Governance and Risk. The Committee NOTED the risk scoring for the three strategic risks that the People and Culture Committee had oversight for, including SR10 (Failure to attract, engage and retain suitable staff), SR17 (Negative Impact of industrial action) and SR18 (Failure of IT system security), remained unchanged. The Committee DISCUSSED the various points raised throughout the meeting relating to SR17 and SR18 scores and AGREED that relevant Risk Leads should review both risk scores and inform the Committee of any changes via correspondence.	

Item PCC2-6.1	**IT Progress Report**	
Paper No: PCC2-L	Lead: S Renton	Action requested: Note
	The Committee NOTED agenda item PCC2-6.1 IT Progress Risk Review.	

Item PCC2-6.2	**Estates and Facilities Management Report**	
Paper No: PCC2-M	Lead: J F Gribben	Action requested: Note
	The Committee NOTED agenda item PCC2-6.2 Estates and Facilities Management Report.	

Item PCC2-6.3	**Public Bodies Climate Change Duties Report 2024-25**	
Paper No: PCC2-N	Lead: A Miller	Action requested: Note

	The Committee NOTED agenda item PCC2-6.3 Public Bodies Climate Change Duties Report 2024-25.

Item PCC2-7	**Any Other Notified Business**	
Paper No:	Lead: Convener	Action requested: Note
	None.	

Item PCC2-8	**Review of Meeting**	
Paper No:	Lead: Convener	Action requested: Note
	The Committee NOTED that the meeting had been well-managed meeting with full discussions held across all substantive items. The Committee NOTED a request to consider clearer guidance for online committee meetings held via MS Teams, specifically regarding the use of the chat function and whether contributions made in chat form part of the formal meeting record. The Committee DISCUSSSED the differing practices across meetings and the importance of providing consistency and transparency for future virtual meetings. The Committee AGREED that the Associated Director of Governance and Risk should review current arrangements and consider the possibility of an annex to the Board's Standing Orders outlining online meeting etiquette.	

Item PCC2-9	**Disclosability of Papers**	
Paper No:	Lead: M Walker	Action requested: Note
	The Committee NOTED the disclosablility status of all papers be retained as tabled.	

Item PCC2-10	**Date of Next Meeting**	
Paper No:	Lead: Convener	Action requested: Note
	The Committee NOTED that its next meeting would be held on Wednesday 13 May 2026.	

Meeting Closes 17:33

ACTIONS FROM MEETING

Item	Description	Owner	Progress Update
4.1	**HR Effectiveness Review** Effectiveness review to be discussed at the next People & Culture Committee meeting being held on 13 May 2026.	JFG	**Complete.** Item to be discussed privately by Members.
5.1.1	**H&S Note of Contravention** Provide the Board with a concise assurance update covering: • the regulatory outcome and closure by HSE; • the effectiveness of the College's health and safety framework; • cultural and reputational risks identified; and • ongoing monitoring and action.	JFG/RG	**Complete.** Reported to Board on 25.03.26
5.1.2	**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.	JFG	**In-progress.** Verbal update to be provided.
5.2.1	**HR Metrics** Provide further analysis at the next reporting cycle on the potential impact of staff turnover on students.	JFG	**Complete.** On agenda.
5.2.3	**Fair Work Audit** Fair Work Audit paper to be discussed at the next People & Culture Committee meeting being held on 13 May 2026.	JFG	**Complete** On agenda.
5.3	**Sustainability Action Plan** Final Sustainability Action Plan to be brought for final approval at the next People & Culture Committee meeting being held on 13 May 2026.	AM	**Complete.** On agenda.
5.5	**Strategic Risk Register** Risk owners to review and re-evaluate the risk narrative and scoring of SR17 and SR18	JFG / SR	**Complete.** Strategic Risk Register updated and endorsed by the Board.