



**Meeting of the Human  
Resources Committee**

**To be held on Tuesday  
19 May 2026 at  
1300hrs via MS Teams**

## HUMAN RESOURCES COMMITTEE

### NOTICE

There will be a meeting of the Human Resources Committee of North East Scotland College on Tuesday 19 May 2026 at 1:00pm via Microsoft Teams

### AGENDA

Agenda Item		Paper
29-25	Apologies for Absence	
30-25	Declaration of any Potential Conflicts of Interest in relation to any Agenda Items	
31-25	Minute of Previous Meeting – 04/03/26	X
32-25	Matters Arising from the Previous Meeting	X
	<b>Matters for Decision</b>	
33-25	HR Committee Amended Terms of Reference	x
	<b>Reserved Matters for Discussion</b>	
34-25	Review of People Services' Risks on Strategic Risk Register	x
	<b>Matters for Discussion</b>	
35-25	People Services Enhancement Plan Progress Report	x
	<b>Reserved Matters for Information</b>	
36-25	National Collective Bargaining / LJNC Updates (verbal) <ul style="list-style-type: none"> <li>• Use of Agency Staff</li> </ul>	
37-25	Employment Rights Act 2025	x
38-25	Job Evaluation Update (verbal)	
39-25	Contract Renewals (Presentation)	
	<b>Matters for Information</b>	
40-25	SFC Staffing Data AY2024-25	x
41-25	<b>Any Other Business</b>	
42-25	<b>Summation of Action and Date of Next Meeting</b> The first meeting of AY2026/27 is due to be held in-person.	

## HUMAN RESOURCES COMMITTEE

### MINUTE OF MEETING

**Draft** Minute of the Meeting of NESCol's Human Resources Committee, held on Wednesday 04 March 2026 at 1:00pm via Microsoft Teams

**Present:**

Leona McDermid – Chair  
 Jim Gifford – Vice Chair  
 Susan Elston  
 Cindy Dempster  
 Gerry Lawrie  
 Paul Butters  
 Emma Maclsaac

**In attendance:**

Kimra Donnelly, Assistant Principal - People Services  
 Lindsey Hamilton, Head of HR  
 Susan Lawrance, Secretary to the Board  
 Karen Fraser, Minute Secretary

Agenda Item	
13-25	<p><b>Apologies for Absence</b>            Apologies were received in advance from D Cockburn and N Cowie.            A warm welcome was extended to L Hamilton.</p>
14-25	<p><b>Declaration of any Potential Conflicts of Interest in relation to any Agenda Items</b>            A potential conflict of interest was raised subject to items being put forward under Agenda Item 27-25. Noting it being out with usual procedure to raise other business in-meeting, the member was invited to an off-line discussion with the Chair following the meetings' conclusion. It was recognised that this would facilitate adherence to governance. The inappropriateness of potentially spotlighting operational matters in a strategic Committee meeting was noted.</p>
15-25	<p><b>Minute of Previous Meeting – 06/10/25</b>            The Minute was approved as a true and accurate record.</p>
16-25	<p><b>Matters Arising from the Previous Meeting</b>            Members noted that of the 5 matters arising, noting Agenda Item 11-25, the function of the HR Committee was noted as dominating much of today's meeting, both in terms of anticipated discussion and the pre-shared Papers.</p>

17-25	<p><b>Introduction Lindsey Hamilton Head of HR (Verbal Update)</b>  L Hamilton summarised her background and outlined her current work projects. Introductions by Members then followed with all welcoming L Hamilton to the Committee.</p>
	<p><b>Reserved Matters for Decision</b></p>
18-25	<p><b>Strategic Risk Register (+ Presentation)</b></p>
	<p><b>Matters for Decision</b></p>
19-25	<p><b>Equal Pay Statement and Policy (Annual Review)</b>  The Policy was presented for its' annual legislative review, noting no changes had been applied since last approved, and this determined</p>

	<p>that consultation with Trade Union representatives was, therefore, not required. One members' positive observation about the existence of such a Statement and Policy was noted.</p> <p><b>Decision = Statement and Policy approved as presented.</b></p>
20-25	<p><b>Enhancing Committee Oversight of Our Colleagues Sub-Strategy</b>  Draft approval was sought regarding the updates applied to the HR Committee for AY2026/27.</p> <p>K Donnelly advised of this being a "work in progress" for further consideration at the 19/05/26 meeting, prior to a recommendation for approval to the Board at their June 2026 meeting.</p> <p>Discussions included expanding the Committee's remit to look at wider College perspective of People and Culture and the inclusion of Paul Smith, Assistant Principal Planning and Communication, who members agreed would be an asset to the Committee.</p> <p>Committee agreed with the suggested broadening of the Committee reach which members feel is much more than "HR". The timing, Members agreed, to tie in with the desired alignment to SSR (as discussed under 18-25 is also correct.</p> <p>The need to have any name change approved by the Regional Board was also highlighted to Members.</p> <p><b>Action: SL to add to 19/05/26 Agenda.</b></p>
21-25	<p><b>Our Colleagues Sub-Strategy KPIs</b>  Progress updates on the work undertaken in relation to the Sub-Strategy were outlined, together with a framework proposal under which oversight, challenge and guidance can be provided by the HR Committee. Again, this was identified as a "work in progress" with an update on all of the Sub-Strategies due to be shared at the 18/03/26 Regional Board meeting.</p> <p>Working as a Co-Chair with P Smith, K Donnelly confirmed the intention to examine KPIs more broadly and strategically via the Our Colleagues Committee. K Donnelly also confirmed the intention to flex KPIs from one year to the next to reflect change as required. Echoing this, it was recognised that whilst a level of consistency is required to facilitate comparison, the KPIs should also be dynamic.</p> <p>In response to the question posed regarding how the HR Committee would like to see progress on the KPIs, identifying the purpose of any data to be defined, the generation of any additional workload was discouraged, and cross-referencing suggested.</p> <p>Focusing on Appendix 2, discussions on application percentages; workforce diversity and staff absence took place. K Donnelly also confirmed, in response to a query, that KPIs discussed are specific to the Our Colleagues Sub-strategy and independent of SFC requirements.</p>

	<p>K Donnelly expressed appreciation for the feedback provided. An update on progress is due to be provided at the 19/05/26 meeting.  <b>Action: SL to add to Agenda.</b></p> <p><b>Decision = Comfortable with the direction of travel.</b></p>
	<p><b>Matters for Discussion</b></p>
22-25	<p><b>People Services' Enhancement Plan Update</b></p> <p>Attention was drawn to the updates applied to the 8 strategic areas captured in Appendix 1.</p> <p>It was highlighted the Plan for the AY2024-26 period is drawing to a close. K Donnelly emphasised the honesty and realism applied in terms of meeting objectives by the end of August 2026.</p> <p>The possibility, going forward, of accentuating the link to the Strategic Plan and to the Our Colleagues Sub-Strategy via the entries in the final column was noted.</p> <p>The update in relation to objective #3 (enhance access to and use of staff data in decision-making) was expanded on in relation to Zellis with frustrations shared. An update will be provided to May HR Committee.</p> <p>A request was put forward regarding altering the ink colour when text is highlighted red, to ease visibility.  <b>Action: KD to apply a modification to the format.</b></p> <p>S Elston expressed thanks for the informative update and recognised the Plans' demonstration of clear progress and the vast amount of work addressed.</p>
23-25	<p><b>HR Committee Evaluation</b></p> <p>Discussion was invited regarding the feedback gathered using an anonymous questionnaire and to determine whether any actions were deemed necessary to strengthen Committee performance.</p> <p>S Lawrance highlighted the exercise forming part of good governance and being key when determining Regional Board effectiveness.</p> <p>Thanks were expressed to those who had participated. Nothing was flagged as being of concern.</p> <p>Opportunities throughout the AY at which Regional Board members can voice their opinion were itemised.</p> <p>Members were encouraged to reflect on the fact that much of today's Agenda had been sparked by a comment put forward in the previous AYs' questionnaire, highlighting their ability to generate change.</p>
	<p><b>Reserved Matters for Information</b></p>
24-25	<p><b>Job Evaluation and National Bargaining (Verbal Update)</b></p>

	<b>Matters for Information</b>
25-25	<p><b>Revised National Recognition and Procedures Agreement</b></p> <p>The revised Agreement, effective from 01/03/26, was shared for information. It was emphasised that the Agreement has not been put forward as something entirely new, but rather, as a restructure of the existing NRPA already in place and therefore does not require approval by each Regional Board.</p> <p>Members acknowledged the new NRPA and its' content.</p>
26-25	<p><b>Payroll Audit (Verbal Update)</b></p> <p>K Donnelly referenced the recently completed Payroll Audit and its' overall level of assurance having been scored as "good".</p> <p>Recognition of the fantastic job undertaken by the Payroll team was expressed, together with a reiteration of the gratitude put forward at the 25/02/26 A&amp;R Committee meeting.</p> <p>Members were reminded that all presented Papers to Regional Board Committees can be accessed via the Teams' space, to enable sight of the Audit Report.</p>
27-25	<p><b>Any Other Business</b></p> <p>Referencing the discussion under Agenda item 14-25, an extension of the offer to continue conversation off-line was re-made by L McDermid to the individual member.</p>
28-25	<p><b>Summation of Action and Date of Next Meeting</b></p> <p>A summation of actions was provided by S Lawrance.</p> <p>The HR Committee is next due to meet on Tuesday 19 May 2026. It was agreed to maintain this as an online meeting, with the first of AY2026/27 being held in-person.</p>

**Actions from the Human Resources Committee Meeting – 04 March 2026**

<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility of</b>	<b>Deadline</b>
18-25	Strategic Risk Register:		
20-25	Committee Oversight of Our Colleagues Sub-Strategy: to be added to 19/05/26 Agenda	Board Sec	Immed.
21-25	Our Colleagues Sub-Strategy KPIs: progress update to be added to 19/05/26 Agenda	Board Sec	Immed.
22-25	People Services' Enhancement Plan: alter ink colour of text when printed on red background to ease visibility	K Donnelly	Immed.

**HUMAN RESOURCES COMMITTEE**

An update on matters arising from the meeting of the Human Resources Committee held on 04/03/26.

Agenda Item	
18-25	<b>Action: SRR:</b>
	<b>Status:</b>
20-25	<b>Action: Committee Oversight of Our Colleagues Sub Strategy:</b> to be added to 19/05/26 Agenda.
	<b>Status:</b> Complete. On Agenda.
21-25	<b>Action: Our Colleagues Sub-Strategy KPIs:</b> progress update to be added to 19/05/26 Agenda.
	<b>Status:</b> Complete. On Agenda.
22-25	<b>Action: People Services Enhancement Plan:</b> alter ink colour of text when printed on red background to ease visibility.
	<b>Status:</b> Complete.



<b>HUMAN RESOURCES COMMITTEE</b>	
<b>Meeting of May 19 2026</b>	
<b>Title:</b> HR Committee Amended Terms of Reference	
<b>Author:</b> Kimra Donnelly, Assistant Principal People Services	<b>Contributor(s):</b> Susan Lawrance, Secretary to the Regional Board
<b>Type of Agenda Item:</b>	
<b>For Decision</b>	<input checked="" type="checkbox"/>
<b>For Discussion</b>	<input checked="" type="checkbox"/>
<b>For Information</b>	<input type="checkbox"/>
<b>Reserved Item of Business</b>	<input type="checkbox"/>
<b>Purpose:</b> To seek the HR Committee's approval for proposed enhancements to its remit, including updated Terms of Reference and a revised Committee name, to strengthen governance of the Our Colleagues Sub-Strategy and related workstreams.	
<b>Linked to Strategic Theme:</b>	
<b>4. Delivering Excellence and Innovation</b>	
<b>Linked to Strategic Risk(s)</b> 2.1, 2.2, 6.1,6.2	
<b>Executive Summary:</b>	
<p>This report provides a formal follow-up to the paper previously considered by the Committee, which set out proposals to strengthen governance and oversight arrangements for delivery of the Our Colleagues Sub-Strategy within the College's Strategic Plan 2025–30. That paper recommended enhancements to the Committee's remit, revisions to its Terms of Reference, and a change in Committee title to better reflect its expanded role in providing assurance around people, culture, organisational development, colleague engagement, wellbeing, and internal communications.</p> <p>The Board approved the proposed direction of travel, recognising the importance of integrated oversight in supporting the College's ambition to be a progressive employer and workplace of choice. This report now presents proposed revised Terms of Reference for the Committee (appendix 1 and 2), for consideration and agreement prior to submission to the Regional Board for approval.</p>	
<b>Recommendation:</b> It is recommended that the HR Committee approve the proposed revised Terms of Reference for consideration by the Regional Board for approval.	

**Previous Committee Recommendation/Approval** This proposal was approved as an action arising from the Enhancing Committee Oversight of the Our Colleagues Sub-Strategy report, presented to the HR Committee on 4 March 2026.

**Equality Impact Assessment:**

**Positive Impact**

**Negative Impact**

**No Impact**

**Evidence:** This report is for information only.

<b>PEOPLE AND CULTURE/HUMAN RESOURCES COMMITTEE</b>	
<b>1.1</b>	<p><b>Membership</b> A minimum of 5 Members, one of whom shall be appointed Committee Chair Principal One Staff and one Student Board Member</p>
<b>1.2</b>	<p><b>Quorum</b> No less than one half of the members entitled to vote.</p>
<b>1.3</b>	<p><b>Remit</b></p> <p><b>General</b>  <u>The Committee supports the Board in delivering the Our Colleagues Sub-Strategy by promoting a positive, inclusive, engaged and well-informed workforce, underpinned by effective leadership, fair work practices and strong internal communication.</u>  <u>The Committee shall make recommendations and take decisions within its delegated authority, reporting these to the Regional Board, and shall conduct its business in accordance with the Standing Orders. The Committee shall make its recommendations to the Regional Board as appropriate. The Committee shall make its decisions and report these to the Regional Board. The Committee shall observe the Standing Orders in all its business.</u></p> <p><b>Specific Duties</b>  <u>The Committee shall operate at a strategic, governance and assurance level, ensuring alignment between the College's people frameworks, organisational culture and overall performance. The Committee has responsibility for the direction and oversight of human resource matters arising from the Regional Board's role as employer of the College's staff. The Committee shall:</u>  <del>The Committee has overall responsibility for the direction and oversight of all human resource matters relating to the function of the Regional Board as employer of the College's staff. The Human Resources Committee shall:</del></p> <ul style="list-style-type: none"> <li>• <u>Provide oversight of the Our Colleagues Sub-Strategy, ensuring it is aligned to the College Strategic Plan.</u></li> <li>• <u>Oversee workforce engagement insights across the employee lifecycle and ensure learning is acted upon.</u></li> <li>• <u>Provide oversight and assurance of the College's internal communication approach, ensuring it:</u> <ul style="list-style-type: none"> <li>o <u>Is timely, clear, consistent and accessible</u></li> <li>o <u>Supports strategic objectives and organisational change</u></li> <li>o <u>Enables two-way communication and staff voice</u></li> <li>o <u>Monitor staff feedback on the effectiveness of internal communication, including:</u> <ul style="list-style-type: none"> <li>o <u>Understanding of strategic priorities</u></li> <li>o <u>Confidence in leadership communication</u></li> <li>o <u>Awareness of change and decision-making</u></li> </ul> </li> </ul> </li> <li>• <u>Monitor key people-related performance indicators, trends and risks, ensuring management information is robust, transparent and used to support decision-making.</u></li> <li>• <u>Oversee strategic workforce planning, ensuring future skills and capacity needs are identified and addressed.</u></li> <li>• <u>Provide assurance that the College meets its public sector equality duties and promotes equality, diversity and inclusion.</u></li> <li>• <u>Oversee workforce equality data, trends and improvement actions. Approve or recommend to the Board:</u> <ul style="list-style-type: none"> <li>o <u>Equality Outcomes and associated plans</u></li> <li>o <u>Equal Pay Statements and equality reporting</u></li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• <u>Seek assurance that Fair Work principles are embedded across policies, practices and culture.</u></li> <li>• <u>Ensure wellbeing is integrated into leadership practice, workforce planning and organisational culture.</u></li> <li>• <u>Oversee the strategic approach to learning and development, leadership and management development and career pathways and internal progression.</u></li> <li>• <u>Maintain strategic oversight of the College's employee relations environment. Including implementation of national collective bargaining agreements and operation of local negotiating structures, including LJNC.</u></li> <li>• <u>Review and approve employment-related policies and frameworks.</u></li> <li>• <u>Seek assurance that the College complies with employment, equality and health &amp; safety legislation.</u></li> <li>• <u>Monitor people-related risks within the Corporate Risk Register and escalate concerns to the Board where required.</u></li> </ul> <ul style="list-style-type: none"> <li>• <del>Monitor the implementation of the College's Strategic Plan and Supporting Strategies, as it relates to Our Colleagues</del></li> <li>• <del>Monitor key performance indicators with regard to People Services objectives and College staff through the consideration of key management information reports</del></li> <li>• <del>Monitor staff related equality data</del></li> <li>• <del>Ensure that the College maintains positive employer relations through the implementation of its approach to employee engagement</del></li> <li>• <del>Ensure that the College promotes the physical and mental health and wellbeing of its staff</del></li> <li>• <del>Maintain oversight of Learning &amp; Development, including health and wellbeing and Learning Technologies, activities within the College</del></li> <li>• <del>Approve the College's annual Equal Pay Statement and Policy, Occupational Segregation and Gender Pay Gap Reports</del></li> <li>• <del>Approve College HR policies and procedures as appropriate, including the Health and Safety Policy</del></li> <li>• <del>Monitor progress against the People Services Enhancement Plan</del></li> <li>• <del>Undertake appropriate monitoring to ensure that the College meets all legislative duties in relation to human resources</del></li> <li>• <del>Monitor progress against the implementation of the outcomes of National Collective Bargaining.</del></li> <li>• <del>Receive regular updates on Local Joint Negotiating Committee meetings.</del></li> </ul>
1.4	<p><b>Meetings</b>  The <del>People and Culture</del><u>Human Resources</u> Committee will normally meet three times per year, with additional meetings convened if required.</p>
1.5	<p><b>Management Support</b>  The following member of the Leadership Team provides objective, specialist advice to support the Committee to discharge its remit:</p> <ul style="list-style-type: none"> <li>• <u>Assistant Principal People Services.</u></li> <li>• <u>Assistant Principal Planning &amp; Communication</u></li> </ul>

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PEOPLE AND CULTURE COMMITTEE	
1.1	<p><b>Membership</b> A minimum of 5 Members, one of whom shall be appointed Committee Chair Principal One Staff and one Student Board Member</p>
1.2	<p><b>Quorum</b> No less than one half of the members entitled to vote.</p>
1.3	<p><b>Remit</b></p> <p><b>General</b> The Committee supports the Board in delivering the Our Colleagues Sub-Strategy by promoting a positive, inclusive, engaged and well-informed workforce, underpinned by effective leadership, fair work practices and strong internal communication. The Committee shall make recommendations and take decisions within its delegated authority, reporting these to the Regional Board, and shall conduct its business in accordance with the Standing Orders.</p> <p><b>Specific Duties</b> The Committee shall operate at a strategic, governance and assurance level, ensuring alignment between the College’s people frameworks, organisational culture and overall performance. The Committee has responsibility for the direction and oversight of human resource matters arising from the Regional Board’s role as employer of the College’s staff. The Committee shall:</p> <ul style="list-style-type: none"> <li>• Provide oversight of the Our Colleagues Sub-Strategy, ensuring it is aligned to the College Strategic Plan.</li> <li>• Oversee workforce engagement insights across the employee lifecycle and ensure learning is acted upon.</li> <li>• Provide oversight and assurance of the College’s internal communication approach, ensuring it: <ul style="list-style-type: none"> <li>○ Is timely, clear, consistent and accessible</li> <li>○ Supports strategic objectives and organisational change</li> <li>○ Enables two-way communication and staff voice</li> </ul> </li> <li>• Monitor staff feedback on the effectiveness of internal communication, including: <ul style="list-style-type: none"> <li>○ Understanding of strategic priorities</li> <li>○ Confidence in leadership communication</li> <li>○ Awareness of change and decision-making</li> </ul> </li> <li>• Monitor key people-related performance indicators, trends and risks, ensuring management information is robust, transparent and used to support decision-making.</li> <li>• Oversee strategic workforce planning, ensuring future skills and capacity needs are identified and addressed.</li> <li>• Provide assurance that the College meets its public sector equality duties and promotes equality, diversity and inclusion.</li> <li>• Oversee workforce equality data, trends and improvement actions. Approve or recommend to the Board: <ul style="list-style-type: none"> <li>○ Equality Outcomes and associated plans</li> <li>○ Equal Pay Statements and equality reporting</li> </ul> </li> <li>• Seek assurance that Fair Work principles are embedded across policies, practices and culture.</li> <li>• Ensure wellbeing is integrated into leadership practice, workforce planning and organisational culture.</li> <li>• Oversee the strategic approach to learning and development, leadership and management development and career pathways and internal progression.</li> </ul>

	<ul style="list-style-type: none"> <li>• Maintain strategic oversight of the College’s employee relations environment. Including implementation of national collective bargaining agreements and operation of local negotiating structures, including LJNC.</li> <li>• Review and approve employment-related policies and frameworks.</li> <li>• Seek assurance that the College complies with employment, equality and health &amp; safety legislation.</li> <li>• Monitor people-related risks within the Corporate Risk Register and escalate concerns to the Board where required.</li> </ul>
<b>1.4</b>	<p><b>Meetings</b></p> <p>The People and Culture Committee will normally meet three times per year, with additional meetings convened if required.</p>
<b>1.5</b>	<p><b>Management Support</b></p> <p>The following member of the Leadership Team provides objective, specialist advice to support the Committee to discharge its remit:</p> <ul style="list-style-type: none"> <li>• Assistant Principal People Services.</li> <li>• Assistant Principal Planning &amp; Communication</li> </ul>



<b>HUMAN RESOURCES COMMITTEE</b> <b>Meeting of May19 2026</b>	
<b>Title:</b> People Services Academic Year (AY) 2024-25 & 2025-26 Enhancement Plan Update	
<b>Author:</b> Kimra Donnelly, Assistant Principal – People Services	<b>Contributor(s):</b> People Services Teams
<b>Type of Agenda Item:</b> <b>For Decision</b> <input type="checkbox"/> <b>For Discussion</b> <input checked="" type="checkbox"/> <b>For Information</b> <input type="checkbox"/> <b>Reserved Item of Business</b> <input type="checkbox"/>	
<b>Purpose:</b> To enable the HR Committee to consider and discuss the People Services Enhancement Plan Update for AY 2024-25 & 2025-26	
<b>Linked to Strategic Theme:</b> <b>1. Being Agile and Responsive</b>	
<b>Linked to Strategic Risk(s):</b> 2.1	
<b>Executive Summary:</b> Appendix 1 is the People Services Enhancement Plan for AY 2024-25 & 2025-26 providing updates on the following 8 strategic areas that were identified in the AY 2024-25 & 2025-26 Our Evaluation outcomes: <ul style="list-style-type: none"> <li>• People Services Restructure</li> <li>• Develop a New People Strategy</li> <li>• Enhance access to and use of staff data in decision making</li> <li>• Develop a Learning Development and Learning Technology Strategy &amp; Policy</li> <li>• Operational &amp; Policy Reviews</li> <li>• Progress the People Services Equalities Action Plan</li> <li>• Sustainability</li> <li>• Students' Association</li> </ul> <p>Most of the eight strategic areas identified for enhancement have either been delivered or are scheduled for delivery by the end of AY 2025/26. However, two</p>	

areas of enhancement and one outstanding task will be carried forward into the AY 2026/27 and 2027/28 Enhancement Plan. These are set out below:

- Enhancing access to and use of staff data in decision-making – this will be a priority deliverable within the HR/Payroll system specification within the tendering process.
- Operational and policy reviews – this area of enhancement will be revisited, with a stronger focus on the development of clear and measurable targets.
- Learning and Development Framework – while significant progress was made against each of the targets within the Developing a Learning, Development and Learning Technology Strategy and Policy area, completion of the Framework was delayed due to dependencies on the Strategic Plan and the service review.

**Recommendation:** It is recommended that the HR Committee consider and note the information provided in this report.

**Previous Committee Recommendation/Approval:** It was agreed at the October 2024 HR Committee that the People Services Enhancement Plan should be for a period of 2 academic years. The Enhancement plan is updated at every HR Committee meeting and can be amended as required throughout the two years.

**Equality Impact Assessment:**

**Positive Impact**

**Negative Impact**

**No Impact**

**Evidence:**

This report is for information only.



# **Support Area Enhancement Plan Template AY 2024-26**

Department/Team: People Services

## Support Area AY 2024-26

### SECTION 1 - ENHANCEMENT PLAN

In identifying the actions, it is important to **ensure that they address a specific area for improvement and are designed to positively impact on service delivery**. The actions should be SMART - specific, measurable, achievable, realistic and time bound – and should seek to address any areas for improvement identified in commentaries

**Please reference each Developmental Driver using the following coding:**

**Area for Improvement (from the self-evaluation)** – Reference back to OurEvaluation (e.g. AI - 2)

**Strategic Objective** - Reference number from the [Strategic Plan](#) (e.g. SO1.1)

**Supporting Strategy** - Reference relevant [Supporting Strategies](#)

Reference to [Tertiary Quality Enhancement Framework](#) (e.g. TQEF3)

Reference risk from [Strategic Risk Register](#) (e.g. R2.1)

Reference the [Equality Outcomes](#) and/or Equality Enhancement Plan (EO)

You can add further areas for development as they arise; this enhancement plan should be continuously reviewed and augmented as required throughout the academic session. You are required however to formally evaluate progress and update the plan in **February** and final review between **July** and **September**. You should give a brief update of progress and evaluate your progress using the RAG status. The Director of Quality will review all updated enhancement plans as part of the college-wide quality assurance activity.

#### RAG Guidance

**Green** - colour the box green if the impact has been achieved or you are on target to achieve the desired impact.

**Amber** - colour the box amber if there is a chance you will not achieve the desired impact by June 2026.

**Red** - colour the box red if you feel there is a significant likelihood of not achieving the desired impact by June 2026.

#### Enhancement Plan Requirements

You **must** include at least one action for each of the **Equalities, Sustainability and Students' Association Partnership Agreement** themes in your enhancement plan and clearly link to areas for development recorded on OurEvaluation from AY2024-25 and AY2025-26

## Support Area AY 2024-26

No.	Area for Development (Development Driver)	Impact (The intended difference to be made)	Action/s to be taken (Describe each activity you will undertake to have the desired impact)	By When & by Whom	Development Driver Code (e.g. AI1, E2, R1, TQEF3)
1	People Services Restructure	A full review of People Services will be undertaken in summer of 2025 to ensure that the services provided are aligned with the strategic objectives of the College.	1. The review will consider resources required and future succession planning. 2. The review will also consider how Learning & Development, Learning Technology and parts of the Quality team (the delivery of mandatory training) are structured to ensure that staff development is delivered in the most effective and efficient way.	August 2025: Assistant Principal – People Services.	SO 1, 5 People Services Strategy
<p><b>May 2025 Update:</b> Additional resources have been approved for HR with a new HR Advisor being appointed and we are currently in the process of recruiting a Head of HR to lead the Payroll and HR teams. The wider service review will start in May 2025. Information gathering has started by having conversations with other colleges to learn more about how their Learning &amp; Development and Learning Technology teams are structured.</p>					
<p><b>September 2025 Update:</b> A new Head of HR has been appointed. Lindsey Hamilton, currently at the University of Aberdeen, will be joining People Services before the end of December 2025. Potential restructuring options are being developed as part of a business case, which will first be reviewed by the Executive Team by the end of October 2025. This will be followed by broader discussions with stakeholders.</p>					
<p><b>February 2026 Update:</b> The People Services Review will work in tandem with the Vice Principal (Curriculum and Quality) and the Quality Team Review in relation to the Learning &amp; Development and Learning Technologies teams. This will ensure that mandatory teaching qualifications, along with enhanced teaching and learning practices, are delivered in the most effective way. Both business cases will be going to ET on 10 March. It is intended that any structural changes will be implemented no later than August 2026</p>					

**Support Area AY 2024-26**

<p><b>May 2026 Update:</b> Meetings with each member of the Strategic Leadership Team have been held to consult on what People Services do well, could do better and what is needed in the future. Meetings have been held with each of the People Services teams to get their views on what is done well, could be better and future needs. Proposals for the Executive Team to consider are now being drafted. The implementation date is still on target for August 2026.</p>					
2	Develop a New People Strategy	A People Strategy aligned with the College’s Strategic Plan will support the College to attract, retain talent, and benefit employees. A strong people strategy fosters a work environment where employees feel engaged, supported, and motivated to perform at their best.	<ol style="list-style-type: none"> <li>1. Contribute to the revision of the College’s Strategic Plan</li> <li>2. Consult with People Services teams and stakeholders to develop a People Strategy aligned with the College’s Strategic Objectives.</li> </ol>	August 2025; Assistant Principal – People Services.	Strategic Business Plan
<p><b>May 2025 Update:</b> A member of the Learning Technologies Team is on the College-wide group working on the new Strategic Plan and several members of People Services are on the working groups developing the supporting strategies. The Assistant Principal Marketing and Communications and the Assistant Principal People Services will facilitate the Strategic Plan Sub-Strategy Meeting: Our Colleagues on May 20, 2025.</p>					
<p><b>September 2025 Update:</b> With the Strategic Plan and its associated sub-strategies — including Our Colleagues — now finalised, they will be submitted to the Board for approval on 30 September 2025. Following this, People Services will develop an operational plan that aligns with our strategic objectives and actively contributes to the Enhancement Plan as we move forward.</p>					
<p><b>February 2026 Update:</b> This is <b>complete</b> with the launch of the College’s Strategic Plan 2025-30 and the six supporting sub-strategies.</p>					
<p><b>May 2026 Update:</b> N/A</p>					

**Support Area AY 2024-26**

3	Enhance Access to and Use of Staff Data in Decision Making.	Data-driven decision making is essential for People Services, as it impacts every service and employee. People analytics helps clarify, identify, and guide actions across the College to achieve our strategic goals.	<ol style="list-style-type: none"> <li>1. Establish an API/Connector to and from the College’s HR Payroll system to the College’s Power BI platform</li> <li>2. Identify reporting required and the priorities of these being developed.</li> <li>3. Actively use Power BI’s analytics tools to analyse the data, spot trends and provide the required management information to managers. Including KPIs such as turnover and absence.</li> <li>4. Develop People Services team members in the use of Power BI and presenting the data in an informative and accessible way.</li> </ol>	March 2025 - Aug 2026: Assistant Principal – People Services; Senior HR Business Partner; People Services Teams.	SO 4, 4.3, SO 4, 4.6, SO 4, 4.7, SO 4, 4.8
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**May 2025 Update:**  
 Work is still ongoing to get the connectors that will enable data to transfer between the HR Payroll system and the College’s Power BI. The API connector has been established, however, there has been an issue with delays in updated data pulling across to the College systems in a consistent timeframe - when data is updated in Resourcelink there are often delays of up to 3-4 days in the updated pulling across to the College, it should happen instantly. Zellis have now confirmed that the issue is the result of a bug in the system. Last contact from Zellis was 22/04/2025 where they updated that their development team were now looking at getting the issue corrected. A further update on the progress of this will be provided to next HR Committee.  
 The Learning Technologies Team is also investigating the creation of additional PowerBI dashboards to extract more actionable data from Brightspace and make it available to curriculum teams.  
 Power BI training to be sourced and delivered to People Services team.

**September 2025 Update:**  
 The issue with data not pulling through consistently has been addressed in the latest R/L upgrade, implemented in mid-September. The problem now appears to be resolved, although we continue to monitor it for consistency.  
 Work on the Active Directory is still ongoing; however, progress has been delayed due to competing priorities and other issues. This will be picked up again as soon as possible.

**Support Area AY 2024-26**

<p>Learning &amp; Development will meet with the NESCol BI developer to discuss the training required for the team in preparation for HR/Payroll data becoming accessible within Power BI.</p>					
<p><b>February 2026 Update:</b>                  Little progress has been made since the September 2025 update. Meetings are now taking place with Procurement and relevant partners, including the Senior Contracts Manager at Zellis, to determine whether it is worthwhile investing further time before the contract is due for review in 2027. Progress from these discussions will be reported to the HR Committee in May.</p>					
<p><b>May 2026 Update:</b> Meetings were arranged with Zellis in April and they were to provide proposals to address the current issues we are having with connecting to other systems and reporting capability. The meeting was cancelled by Zellis and at time of writing alternative dates are being consider. The contract with Zellis ends in July 2027 and we will be going out to tender in May 2026. We will continue to work with Zellis to see if they can resolve the issues we have but it is likely we will go with a different provider due to the current challenges.</p>					
4	Develop a Learning Development and Learning Technology Strategy & Policy	A strong learning strategy improves employee skills and engagement, supporting the College's strategic objectives. Well-trained employees make better decisions, enhancing productivity and success.	<ol style="list-style-type: none"> <li>1. Create Learning &amp; Development &amp; Learning Technology strategies, policies and procedures.</li> <li>2. Support the implementation of the College's Digital Strategy.</li> <li>3. Annual Programme of Business for L&amp;D &amp; LT.</li> <li>4. Investigate areas to support income generation, exploring enhancement of distance-learning digital course materials and use of AI in education.</li> </ol>	December 2025 Learning Development Manager, Learning & Technologies Manger	SO 1, 1.1 SO2, 2.2, 2.4, 2.5,2.6 SO3, 3.8 SO4 People Services Strategy
<p><b>May 2025 Update:</b>                  The Learning and Development Manager and Learning Technologies Manager met to discuss the team's programme of business for 2025. In April, a presentation was made to CQASS to outline plans for the Learning Technologies/Digital Futures Team in the coming months.</p> <p>A member of the Learning Technologies Team is trialling the paid AI tool, Microsoft Copilot, before a wider launch during 2025/26. Additionally, a pilot of the AI tool Teachermatic was completed in 2024/25, with a planned rollout during 2025/26. The team will create guidance for staff on how to maximize the benefits of these tools, highlighting their time-saving and efficiency features for daily tasks.</p>					

## Support Area AY 2024-26

The Learning Technologies Team will also participate in developing the College's Digital Strategy later in 2025. Furthermore, a Programme of Business for Learning Technologies is due to be created in 2025 and will be presented at the next HR Committee meeting.

### **September 2025 Update:**

Work will commence on the development of strategies, policies, and procedures for Learning Development and Learning Technologies. This will support the operationalisation of sub-strategic plans and align with the formalisation of the People Services structure.

A proposal will be presented to the Strategic Leadership Team in October 2025 to distribute a Digital Capabilities Self-Assessment Survey to all staff. The aim is to establish a benchmark of digital competency across the College—at institutional, team, and individual levels—enabling a strategically led programme of digital development to be implemented.

Subject to the outcomes of the departmental review, a separate Learning and Development programme of business or a new team-specific programme of business will be enhanced to support the College's strategic objectives.

Progress continues on the rollout of Copilot Pro (initially 100 licences) and Teachermatic (also 100 licences). Work is also underway to assess the functionality of the free version of Copilot, which may be suitable for many staff. This could reduce the overall number of Pro licences required.

The Learning and Development and Learning Technologies team were honoured to receive the L&D Impact Award at the Charity Learning Consortium Scottish Awards Ceremony, held during their bi-annual conference. The award recognised the team's contributions to enhancing induction and onboarding processes for new employees.

Significant progress has been made on the actions identified; however, the EBS/Brightspace data issues placed considerable pressure on the Learning Technology Team. The team was responsible for identifying and resolving issues. Much of the work involved investigating discrepancies, removing incorrect enrolments, recoding and recreating courses, and deleting obsolete course shells.

While the most critical fixes have now been completed, the process of cleaning up courses and enrolments remains ongoing. Rarely does a day pass without at least one team member working through spreadsheets to trace and address outstanding issues. This has diverted attention from planned activities and delayed the MyNESCOl course reviews, which were intended to be completed early to allow teaching staff sufficient time to enhance their courses before transferring them into new shells.

The disruption also impacted course development timelines, resulting in missed deadlines with both the AI group and the Learning Lounge—although these have since been recovered. Additionally, the team now conducts daily manual checks to verify the accuracy of data feeds from the new system, a task that was not previously required.

### **February 2026 Update:**

The progression of the Learning and Development Policy and Strategy has been impacted by the launch of the College's Strategic Plan 2025-30, the Service Structure Review, and staff on maternity leave. The aim is still to have a Policy and Framework drafted for August 2026.

## Support Area AY 2024-26

The Digital Discovery Check-In closed in December, with 532 responses received - equating to a 92.5% completion rate. The remaining 7.5% is accounted for by colleagues on long-term sick or maternity leave, as well as those without access to a digital device.

Headlines from the Digital Discovery Check-In:

- NESCol staff excel in: cyber resilience; digital communication; finding and organising digital content; IT literacy and digital productivity.
- NESCol staff perform well in: working with data; online collaboration; digital innovation.
- NESCol staff require further support in: digital wellbeing; supporting students with digital accessibility.

Data analysis at team level is underway. Two teams have been selected to pilot a new approach to working with Learning Technologies and Learning Development, focusing on how team-level reports are presented and what targeted learning interventions should be introduced following engagement with team managers.

Whole-college learning interventions were included in the Winter Development Day programme on 10 February, with sessions covering digital wellbeing, digital accessibility, and student progress tracking. These areas were identified as the lowest-confidence topics across the College. A total of 218 staff attended these sessions.

The rollout and promotion of Teachermatic has continued. As of 18 February 2026, 72 licences have been allocated, with 58 actively in use. The College has purchased 100 licences in total, and further promotion and training will take place during Block 2 to raise awareness and increase uptake.

The team also launched Respondus LockDown Browser in August 2025 and is continuing to raise awareness across curriculum teams of how this tool can support the delivery of secure online assessments.

Amy Wilson (Digital Learning Advisor) is currently seconded, until the end of June 2026, to the VocTech Ready to Return project for 3 days per week. This project will create an online course for adult returners covering Building your Support Network & Student Life; Study Skills; Digital Skills; Financing Your Way Through College; Planning your Pathway and a visit to the College. This has been in development since November 2025, and the project is now working with a group of students to pilot the course before the full launch later in 2026.

This has been developed with these external partners: Aberdeen City Council, Aberdeenshire Council, DYW (Developing the Young Workforce), SDS (Skills Development Scotland), SWAP (Scottish Wider Access Programme) East, the University of Aberdeen, and Robert Gordon University.

## Support Area AY 2024-26

The course will help adult returners demonstrate improved confidence and readiness for further study, supported through structured learning activities delivered via MyNESCol Brightspace.

### May 2026 Update - Learning & Development & Learning Technologies

**People services were delighted to win the Staff Matters Northern Star Business Awards in April 2026, acknowledging our ethos of putting colleagues' wellbeing and personal development first.**

#### General Update

The new learning management system is currently being developed for launch in August 2026. This will provide a huge bank of training resources for all staff and create a strong platform to strategize essential learning and developmental learning college wide. L&D also plan to create a timeline of their learning and development yearly strategy to increase transparency of implementation college wide.

Policies and procedures in regard to GTCS and Professional Update have been rolled out to all staff and revalidation process to be submitted May 2026. Work on the Learning & Development Framework will commence once the service review is completed. This action will be carried over in to A/Y 2026/27.

Induction and onboarding is being reviewed and updated with the addition of DWYNE colleagues and a bespoke system for their area.

#### MyNESCol Brightspace Course Reviews:

Course review reports were issued to Curriculum Managers on 12 September 2025. A number of managers have since responded to acknowledge receipt and to indicate initial engagement with the findings.

Responses include requests for further discussion, time to review the documentation in detail, and interest in follow-up support. One area has specifically asked whether support could be provided to help staff develop Brightspace course areas in response to accessibility feedback within the reports. Other areas have indicated they will engage further once operational pressures reduce. One curriculum team has also reported delight at achieving a Silver award.

In parallel, team-level reports from the Digital Capabilities Check-in are currently being produced. These indicate some overlap and will be used alongside the course review reports to inform future staff development activity. We have and plan to offer further training and support to teams, with the intention of addressing shared needs identified across both sets of evidence, avoiding duplication.

## Support Area AY 2024-26

### **VocTech Ready to Return Course:**

Ready to Return is a confidence-building course designed for adult returners who want to explore whether college is the right choice for them. It supports learners to understand the range of support systems available, develop essential study and digital skills, explore future pathways, and learn about possible financial support.

The course is delivered in Brightspace and includes interactive activities and quizzes to help learners build confidence before starting college.

To date, 13 SWAP students have completed the course and provided detailed feedback. The overall response has been very positive, with several students commenting that they “wish this was available before I started college.”

Importantly, this feedback is now being actively actioned. A summary report has been shared with key stakeholders outlining:

- The main themes from student feedback
- Actions that will be taken to improve or refine the course
- Areas where changes are not feasible at this stage, with clear rationale

### **New Workstream: AI Playbook for Staff**

Work is underway on the development of an AI Playbook for NESCol staff.

This project will produce a practical, accessible guidebook that all staff can use to support safe, confident and appropriate use of AI in their roles. The Playbook will:

- Set out clear safety principles and guardrails for using AI at NESCol
- Address ethical considerations, data protection, and responsible use
- Explore how different roles across the college might use AI in meaningful, time-saving ways
- Provide example use cases linked to day-to-day staff activities, rather than one-size-fits-all guidance
- The aim is to demystify AI, reduce uncertainty, and support staff to adopt AI tools in ways that are both practical and aligned with the college's digital ambition.

### **Digital Futures Toolkit:**

Colin Jamieson is working on the transfer of the Digital Futures Toolkit from Wix/Wakelet to WordPress.

## Support Area AY 2024-26

With the help of Copilot here is a short summary of the document:

- The project is underway to rebuild the Digital Futures Toolkit on a NESCol-hosted WordPress site to reduce costs and improve usability.
- Review of existing content, structure, plugins, and core site build is **nearing completion (~75%)**.
- Content migration from Wix and Wakelet has started but remains **early stage (~25%)**, alongside development of new content.
- Enhanced functionality (search, tagging, AI exploration) is **partly underway (~50%)**.
- Documentation and Google Analytics setup have begun but are **at an early stage (~25%)**.
- Required policy documents, domain transfer, redirects, and site launch activities **have not yet started**.

### **Distance Learning ICDL Materials:**

Kelly Coutts is working with Business & Community Learning to enhance the current ICDL course materials for all seven modules. This involves amending the existing Word/PDF versions and also creating online versions which contain video content to support the tasks. This project is ongoing and regular checks with BCD staff are undertaken to check that what is created is suitable.

### **Teachermatic:**

More staff continue to use the Teachermatic AI tool with 212 generations in April, up from 180 in March. The average “time back per user in hours” has increased to 8.8 in April compared with 5 in March. The most popular generators used in recent months include: Advanced Feedback; Multiple Choice Questions; Worksheet; Project Ideas; Learning Activities; Feedback Generator. Out of the total 100 licences, 88 have been allocated to staff with 67 licences in use.

### **Staff Digital Skills Checkin:**

Development of reporting processes for the College Digital Capabilities Check-in Survey has included the creation of a Copilot agent to support the generation of team-specific reports from filtered versions of the main survey spreadsheet, improving both efficiency and consistency across reporting. Weighted Confidence (WC) and Breadth (B) calculations were also developed for each survey task area to provide more meaningful analysis of team capability profiles. Supporting documentation was produced, including a 'Task/Sub-task Listing', 'NESCol Strategy Mapping', and an “Understanding Your Digital Capabilities Report” guide to accompany each team report. The final reports, covering all 46 teams, are expected to be completed today and ready for distribution on Friday 8th May. Each report includes a team overview, key strengths, areas for development, opportunities for strengthening practice, team heat maps, individual WC and B score heat maps for team members, and recommended next steps.

### **Scottish Maritime Academy:**

**Support Area AY 2024-26**

Work has also been undertaken to rebrand learning materials for the Scottish Maritime Academy in preparation for the new HNC Cert HE Nautical Science course starting in August of this year. The project consists of seven units containing presentations, hand-outs, assessments, and supporting documentation. Five units have been fully completed, with work currently progressing through the sixth unit.

5	Operational & Policy Reviews	<p>These reviews will focus on three operational areas: Harassment/Grievance, Health &amp; Attendance, and Recruitment. The goal is to ensure that the related policies, procedures, and practices are compliant, proactive, and suitable for their intended purpose.</p>	<ol style="list-style-type: none"> <li>1. Ensure the College is compliant with the new employment law legislation around harassment.</li> <li>2. Review our grievance procedures to ensure support for all parties.</li> <li>3. Professional development for the HR Team on supporting grievances.</li> <li>4. Review our recruitment practices, including (but not limited to) incorporating actions identified from our equalities reporting.</li> <li>5. Complete review of the College’s Health and Attendance Policy ensuring it is meeting staff and management requirements, and supports wellbeing and business delivery.</li> <li>6. Management training to be enhanced for all three operational areas.</li> </ol>	<p>July 2026: Assistant Principal – People Services; HR Team; L&amp;D Manager.</p>	<p>Our Evaluation - AI R2.1, R6.1</p>
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**May 2025 Update:**

## Support Area AY 2024-26

The newly recruited HR Advisor, starting in June 2025, will take the lead in ensuring our HR policies are up-to-date and compliant. Recruitment training for managers is being developed for rollout in 2025-26.

Grievance training for the HR team was conducted by employment lawyers to ensure the advice provided to managers is both legally compliant and fit for purpose.

**September 2025 Update:** Due to unforeseen staff absences and the retirement of a Senior HR Business Partner, progress on these actions has been limited since the May 2025 update. These actions will be a key priority for the incoming Head of HR to advance in early 2026.

### **February 2026 Update:**

Management learning opportunities will continue throughout 2025–26, with training for all managers focused on supporting neurodiverse colleagues. Inclusive Practices in the Workplace will be delivered by the Donaldson Trust to 60 managers over two days (16 and 17 April). This will be followed in May and June by Coaching Skills for Managers sessions delivered by CDN, with 34 managers nominated to participate.

While good progress has been made in this area, it is unlikely that all actions outlined above will be completed by August 2026. Policy development and management remains a priority for the team, and this work is expected to be carried forward into the next Enhancement Plan.

### **May 2026 Update**

- 1. A briefing / training session will be organised for SLT in June. At this session they will be briefed on the updates to the Sexual Harassment Legislation. In addition, a risk assessment will be undertaken. The new duty places greater emphasis on anticipatory action, and the risk assessment will be used to identify actions that need to be taken at NESCol to raise awareness of the new legislation, and look at where training needs to be undertaken and identify any risks**
- 2. Guidance is being developed to support colleagues who are taking out a grievance, this will also align with the code of conduct for staff**
- 3. The updates to the Family Friendly suite of policies have started to ensure that we capture all the new statutory requirements, under Employment Rights Act, such as Statutory Sick Pay, Day-One Family Leave etc.**
- 4. Review of the Health and Wellbeing Policy is underway. We are drafting a toolkit for both managers and employees of the support available and providing guidance on how wellbeing, short terms absences and long-term absences will be supported.**

### **May 2026 Update:**

**Support Area AY 2024-26**

6	Progress the People Services Equalities Action Plan	Ensuring People Services support and enable the College to embed equalities and demonstrate best practice.	1. Take forward findings and recommendations from recent equalities reports and the equalities survey.	July 2026: All People Services Teams.	SO 2 EO 1, 2, 3, 4 R 2.1, 2.3 People Services Strategy
<p><b>May 2025 Update:</b> New People Services Equality Working Group being formed to lead on projects such as inclusive recruitment and take forward the actions identified in the Mainstreaming reports.</p>					
<p><b>September 2025 Update:</b> The former Recruitment Working Group has been reinstated under the refreshed title People Services Equalities Working Group, with an expanded remit to support the delivery of the Equalities Action Plan. Much of the Action Plan involves longer-term research and project-based work, which is now underway. An update on progress relating to staff equalities will be presented to the HR Committee of the Board in early October.</p>					
<p><b>February 2026 Update:</b> A presentation outlining the work of the Equalities and Wellbeing Committee, along with the People Services Equalities Action Plan, was provided to the HR Committee in October 2025. Going forward, it is proposed that Lindsey Hamilton, Head of HR, will co-chair the Equalities &amp; Wellbeing Committee. As a result of this, and in light of the Service Structure Review, the ownership, development, delivery, and monitoring of the People Services Equalities Action Plan will be reviewed.</p>					
<p><b>May 2026 Update:</b> The February update still stands.</p>					
7	Sustainability	As a sustainable employer, we are committed to ensuring the College’s activities foster equality, build stronger communities, and improve the wellbeing of both staff and students, now and in the future.	1. Continue to embed wellbeing into the College’s management culture. 2. Take a proactive and supportive approach to staff absence with an aim of reducing absence levels as a whole, but focusing on reducing absences due to work-related stress. 3. Progress the Employee Voice Group into the next phase. Take forward ideas to improve	July 2026: L&D Manager; Senior HR Business Partners.	SO 2, 5.8 R 2.1 Wellbeing Strategy

**Support Area AY 2024-26**

			<p>employee engagement from the staff survey. Prepare for the next Staff Engagement survey that will take place again in late 2025.</p> <p>4. Continue to enhance and provide support for staff in relation to financial wellbeing.</p>		
<p><b>May 2025 Update:</b></p> <p>Employee Voice group meeting regularly, currently looking at the topic of visible leadership.</p> <p>Pension information session being held in June to support staff's financial wellbeing.</p> <p>A proactive approach is being taken in managing staff sickness absence. The HR Advisor – Wellbeing is working closely with line managers in managing absence and taking a proactive approach by using the stress risk assessment proactively to keep staff in work instead of reactively once they have been off.</p> <p>Various new staff benefits including smart pay and refurbished technology have been introduced to help staff with financial wellbeing. We are also in the process of introducing a salary sacrifice scheme for staff to buy electric cars.</p>					
<p><b>September 2025 Update:</b> The first meeting of the Employee Voice Working Group for 2025/26 took place on 17 September 2025, with strong attendance and active engagement from members. The group is continuing its previous work on gathering employee feedback and fostering a positive workplace culture for the benefit of all staff.</p> <p>Themes emerging from the Visible Leadership Survey were discussed, and moving forward, we will collaborate with both the Strategic Leadership Team and the Employee Voice Group to identify and implement appropriate actions.</p> <p>The group also discussed plans for a new Staff Engagement Survey, scheduled for release in late 2025 or early 2026. Proposals for this survey will be presented to the Strategic Leadership Team in October.</p> <p>Section 3 – <i>Empowering, Engaging &amp; Wellbeing</i> – of the People Services Annual Report outlines the initiatives and actions undertaken throughout 2024. An update covering the first part of 2025 will be provided at the next HR Committee meeting.</p> <p>We have seen a slight reduction in the number of days lost to absence from 2023 to 2024, both overall and specifically due to stress. However, further work is needed to proactively support managers and staff in reducing absence levels. To assist with this, a member of the People Services Team has arranged to attend management meetings—such as the Curriculum Managers Forum—to provide advice and support on managing absence within teams.</p>					
<p><b>February 2026 Update</b></p>					

## Support Area AY 2024-26

The Employee Voice Survey was co-created with the Employee Voice Group and launched in December 2025. With a prize draw included as an incentive, expectations were high for improved engagement. A total of 371 responses were received, up from 212 in 2023. This represents a 63.4% response rate, an increase from 36.2%.

Response rates by location:

- Aberdeen City: 64%
- Altens: 85%
- Fraserburgh: 56%
- SMA: 42%

An overview report was shared with all staff in early February. A more detailed analysis will be completed and shared with SLT, the Employee Voice Group, and wider staff once the full data set has been reviewed. SLT and the Employee Voice Group will work together to identify actions in response to the emerging themes.

The full analysis will be presented to the Executive Team in March 2026, with the final report scheduled for submission to the HR Committee in May 2026.

### **May 2026 Update:**

The full report from the Employee Voice Survey was shared with SLT and the Employee Voice Group in March. There was growth in top and bottom scoring areas from previous survey. The Employee Voice Group will now sit as a sub-group of the Our Colleague committee which has its first meeting on 22<sup>nd</sup> June.

A dedicated meeting has been arranged for June to discuss the findings and propose possible actions that will be taken to a workshop involving the Employee Voice Group and members of the Our Colleagues Committee. The aim of this workshop is to agree a staff lead action plan. Therefore, the full report and action plan will be presented to the HR Committee in September 2026.

In response to the Employee Voice survey along with the Digital Skills survey and others, a Minibites series is being launched in June 2026 to increase learning and development engagement and enhance the provision we offer. This will meet requests of staff and help to bridge any gaps identified in the learning and understanding of the establishment.

Our annual wellbeing day is set for the 23 of June 2026 and planning stages are underway to create a plethora of activities for all staff to partake in.

## Support Area AY 2024-26

<b>May 2026 Update:</b>					
8	Students' Association		1. Ensure that the Students' Association is involved in college-wide consultations proposing significant changes. 2. A greater commitment to joint staff-and-students events.	July 2026: All People Services Teams.	
<b>May 2025 Update:</b> People Services are proactively working to involve the Students' Association in college-wide consultations. Recently, the Students' Association participated in a consultation regarding the toilets on the ground and lower ground floors of the Tower Block at Aberdeen City Campus.					
<b>September 2025 Update:</b> The Assistant Principal People Services, along with other members of the Strategic Leadership Team, will attend regular meetings with both the Student Association and the Executive Team. This engagement will enable People Services to explore opportunities for closer collaboration with the Student Association, ensuring that the student voice is meaningfully reflected in our work. The Learning & Development team recently participated in research examining how the student voice is incorporated into staff training. This prompted valuable reflection on how this aspect of the TQEF (Teaching Quality Enhancement Framework) is embedded within the People Team. The Learning & Development Manager will liaise with the CDN Professional Development Network to explore how TQEF is approached within their institution.					
<b>February 2026 Update:</b> Jill Leishman, L&D Manager and Laura Young, Quality Enhancement Manager are attending a sparqs session entitled: Embedding Student Partnership in Staff Development on 10 <sup>th</sup> March 2026. Jill and Laura are meeting after the session to discuss next steps.					
<b>May 2026 Update:</b> The sparqs session in May identified that more thought around embedding the student voice in Learning and Development is needed. As part of a wider review of recruitment practices we will consider where we can involve students in the recruitment process.					



<b>HUMAN RESOURCES COMMITTEE</b>	
<b>Meeting of May 19 2026</b>	
<b>Title:</b> HR Committee Report – Scottish Funding Council Staffing Data 2024-25	
<b>Author:</b> Kimra Donnelly, Assistant Principal People Services	<b>Contributor(s):</b>
<b>Type of Agenda Item:</b>	
<b>For Decision</b>	<input type="checkbox"/>
<b>For Discussion</b>	<input type="checkbox"/>
<b>For Information</b>	<input checked="" type="checkbox"/>
<b>Reserved Item of Business</b>	<input type="checkbox"/>
<b>Purpose:</b> To provide the HR Committee with an overview of the Scottish Funding Council (SFC) College Staffing Data 2024–25, setting out key sector-wide staffing trends across Scotland’s colleges.	
<b>Linked to Strategic Theme:</b>	
<b>4. Delivering Excellence and Innovation</b>	
<b>Linked to Strategic Risk(s)</b> 2.1, 2.2, 6.1,6.2	
<b>Executive Summary:</b>	
<p>The Scottish Funding Council has published its College Staffing Data 2024–25 statistical report, which presents an overview of staffing across Scotland’s college sector covering the period 2015–16 to 2024–25. The publication provides data on headcount and full-time equivalent (FTE) staffing, with additional breakdowns by teaching and non-teaching staff, gender, age profile, disability, ethnicity, nationality, senior management representation, and teaching qualifications.</p> <p>The data highlights a continued contraction of the college workforce set against a sustained period of financial constraint. Total staffing in 2024–25 reduced to 9,775 FTE, representing a year-on-year decrease of 3.4%, and an overall reduction of 9.9% compared to 2015–16. Both teaching and non-teaching staff numbers have declined over the period, with teaching staff experiencing the sharpest proportional reduction.</p> <p>The report recognises that colleges continue to operate in an extremely tight fiscal environment, with rising staff costs, inflationary pressures and interest rates impacting financial sustainability. The continued use of voluntary severance schemes across the sector has materially influenced staffing levels and workforce composition in order to rebalance finances.</p>	

From an equality and workforce profile perspective, the data shows a predominantly female workforce (60.5%), an ageing staff profile with nearly half of staff aged 51 and over and continued under-representation of disabled staff and minority ethnic staff compared to the wider Scottish population. While female representation in senior management roles has increased modestly, wider equality indicators show limited progress.

Going forward, this data will inform the benchmarking of the Management Information Report presented to the HR Committee in September.

The full report can be accessed via the following link:

<https://www.sfc.ac.uk/publications/college-staffing-data-2024-25/>

**Recommendation:** It is recommended that the HR Committee note the contents of this report.

**Previous Committee Recommendation/Approval** N/A

**Equality Impact Assessment:**

**Positive Impact**

**Negative Impact**

**No Impact**

**Evidence:** This report is for information only.