

Finance & General-Purpose Committee

11 September 2025 (15:30-18:00hrs) - MS Teams

Agenda

Time	Item	Lead	Paper
	1. Welcome and Apologies <ul style="list-style-type: none"> ➤ Declaration of Interests and Connections 	GC	Verbal
For Approval			
	2. Minute of Previous Meeting and Matters Arising <ul style="list-style-type: none"> ➤ 15 May 2025 and HR Sub Meeting ➤ Action Log 	GC LG	Paper 2.1 Paper 2.2
	3. Strategic Risk Register	LG	Paper 3.1
	4. Finance <ul style="list-style-type: none"> ➤ Management Accounts – Year end Position <ul style="list-style-type: none"> ○ Contribution Report (Discussion) ➤ Bad Debts / Scheme of Delegation 	KH	Paper 4.1 Paper 4.2
For Discussion			
	5. Commercial Development & Marketing <ul style="list-style-type: none"> ➤ Presentation – Colin Shaw - Managing Agents 	LS	Paper 5.1
	6. Corporate Services <ul style="list-style-type: none"> ➤ People and Culture Update ➤ HR enhancement Plan ➤ Payroll Audit Update ➤ Estates and Sustainability Update 	HJ BC	Paper 6.1 Paper 6.2 Paper 6.3 Paper 6.4
	7. Information Governance Update (Data Protection Compliance / FOI / Digital Services)	KG	Paper 7.1
For Information only			
	8. AOCB	GC	Verbal
	9. Date of next meeting <ul style="list-style-type: none"> ➤ Tuesday 13 November 2025 	GC	Verbal

Status: Final Draft

Finance and General-Purpose Committee

Minute of Meeting 11 September 2025 15:30-18:00hrs – MS Teams

Present:		
George Clark – Chair (GK)	Inga McVicar (IM)	Douglas Dickson (DD)
Caroline Stuart (CS) 16:30	Kate Glendye (KG)	
In attendance:		
Karen Hunter (KH)	Lorraine Grierson (LG)	Heather Jones (HJ)
Alexandra Rankin (Minute taker)	Leona Seaton	Colin Shaw
William Currie		
Apologies:		
Sharon Hodgson		

Welcome and Apologies for Absence | Verbal | G. Clark

- 1.1 The Chair welcomed everyone to the meeting. The Governance Professional confirmed that the meeting was quorate.
- 1.2 Declaration of Interests and Connections | Verbal | Acting Chair C Stuart
- 1.3 The Chair reminded Members to indicate any declaration of interest or connections as appropriate throughout the course of the meeting.

FOR APPROVAL

Item 2 | Minutes of Previous Meetings and Matters Arising

- 2.1 Minute of Meeting 15 May 2024 | Paper FGP0925-2.1 | G. Clark
- 2.2 The Minute was adopted as an accurate record of the meeting.
- 2.3 The HR Subcommittee minute had been approved via email.
- 2.4 Action Log | Paper FGP0925-2.2| L. Grierson
- 2.5 The Committee was advised that all actions were marked as complete.
- 2.6 A query was raised on the action relating to the development of a Commercial Risk Framework, following a short discussion on the approach, it was agreed that requirement for a risk framework was appropriate. The Committee was content to close the item and continue discussion at item 5 of the agenda.

3 Item 3 | Strategic Risk Register | Paper FGP0925- 3.1 | L Grierson

- 3.1 Following review by the Executive Leadership Team there had been no change to Risk 3 - Failure to Achieve Institutional Sustainability and Risk 7 - Failure to achieve industrial relations.
- 3.2 The Governance Professional highlighted the risk attached to any unresolved pay awards and thereby followed a short discussion of the progress towards conclusion of pay awards for support staff, which currently remained outstanding. A response is awaited from SG re underwriting the pay award over a 3 year period.
- 3.3 The risk in relation to the Job Evaluation project had been identified through the Emerging Risk Register and due to some variables anticipated at future stages of the project which may impact on resources i.e. funding/workforce capacity, the item was deemed appropriate. The Committee queried arrangements for national salary negotiations and details were provided highlighting the potential for additional risks.
- 3.4 The Committee were content to add the Job Evaluation risk to the Register.
- 3.5 The Chair asked the Committee to consider a variety of parameters to consider future ratings inside appetite for Risk 3. The Committee was inclined to make further assessment following the outcome of the general election in 2026 which had been a position adopted by other institutions resulting in deferred decisions around this factor.
- 3.6 **The Committee approved risk 3 and risk 7 without further change.**

FOR DISCUSSION

4 Item 4 | Finance, Strategy & Sustainability

- 4.1 Management Accounts and Contribution Report | Paper FGP0925- 4.1| K Hunter
- 4.2 A summary of the accounts for the year to July 2025 and budget out-turn was provided. and the following key points noted: -
- 4.3 A small surplus was reported with no major changes anticipated. Some potential for adjustment was anticipated with the pension valuation, estates valuation and the job evaluation project.
- 4.4 The Pension valuation shows a nil position after the asset ceiling adjustment has been applied.
- 4.5 Property valuation had been reported and the specialised property status was also explained which would be a specialised accounting requirement.
- 4.6 The Chair of the Board commended the VP Corporate Services on the surplus position.
- 4.7 Contribution Report (Discussion)
- 4.8 The VP Corporate Services noted that discussion with managers would be undertaken to provide clarity within Commercial income and delivery with curriculum areas as there is mixed delivery and staffing costs.

4.9 3 year financial forecasts had remained a focus of discussion at the VP Finance Network meetings, and it was determined that a significant net deficit was likely and a pessimistic view expressed.

4.10 A small shortfall within Commercial had been addressed through close budget control.

4.11 The Committee raised a query at point 3.2.8, Counsellors and mental Health Budget and additional detail on the spending parameters and recruitment challenges was shared, investment in training and online student supports service was detailed. It was confirmed that any surplus would be carried forward into the next academic year.

4.12 [Item 4.2 - Bad Debt and Scheme of Delegation | Paper FGP0925-4.2 | Approval | K. Hunter](#)

4.13 It was noted that one debt over £1k had been reported from year 2022/23

4.14 The Committee noted the scheme of delegation for levels of authorised spend, and additional controls within the new finance system have now been applied.

4.15 A query was raised re SAAS funding payments following early withdrawal. Assurance was provided whereby proactive measures were employed through the Student Finance team and details were provided to the Committee.

4.16 The scheme of delegation had been employed for several years and was considered fit for purpose. The principal had considered changes in discussion with VP Corporate Services and remained content that controls were appropriate.

4.17 **The Committee approved the bad debt report and scheme of delegation.**

5 [Item 5 | Commercial Development & Marketing Update | Paper FGP0925-5.1 | D. Dickson](#)

5.1 The Chair welcomed the Director of Skills and Marketing and Business Development & Marketing Manager to the meeting who joined the meeting at 16.10 hrs.

5.2 The following key points were noted.

- Strong performance in AY 2024/25 resulted in record income..

5.3 The Committee commended the team for meeting the income target for the previous year against stretched targets.

LS left the meeting at 16.35 hrs

5.12 **The Committee noted the content of the report.**

HJ joined the meeting at 16:35 hrs

6 [Corporate Services](#)

6.1 [Item 6.1 | FGP0925-6.1 | People and Culture Report | H. Jones](#)

6.1.2 The Director of People provided an update of key points within the paper:

- Progress has been made with the HR enhancement plan aligned to Mission 2030 and the 4 strategic pillars.
- Job evaluation – Phase 1 has now been completed with 177 job evaluations to be conducted. A business case is being prepared by CES and SFC to support salary adjustment costs and backdated pay. Phase 2 will begin in December. In the meantime, new job descriptions will be migrated to the new template — noted as a labour-intensive task.
- Policies and procedures – Several procedures are in final approval stages with union involvement.
- Family friendly policies are currently being updated and consolidated into a single Policy which will include Neonatal Leave entitlements.
- Support contracts and payroll require updates to reflect current needs and processes.
- National pay negotiations – there is no agreement yet for Support Staff and awaiting confirmation of additional financial support from Scottish Government.

6.1.3 It was confirmed that the figures at 3.4.1 match the finance assumptions.

6.1.4 **The Committee noted the content of the report.**

6.2 Item 6.2 | FGP0925-6.2 | HR Enhancement Plan | H. Jones

6.2.1 The Director of People provided an update aligned to the HR Enhancement Plan, which supports the delivery of positive employee experience and is structured around:

- Strengthening leadership capability
- Embedding fairness and workforce resilience
- Fostering a culture of continuous improvement
- Modernising HR systems for efficiency and compliance

6.2.2 Key priorities include EDI focusing on Belonging and Feeling Safe and Gender Based Violence. The EDI Working Group is collaborating with the DGC Cares Working Group to explore the feasibility of implementing the Emily Test Charter.

6.2.3 Positive feedback has been received from people using People First system which is innovative and enables faster and more accurate reporting. AI is expected to play a growing role in enhancing digital systems and processes.

6.2.4 Fair work is high on the agenda, and 2 surveys are proposed, one for the employer and one for employees to gain a balanced perspective and feed insights into organisational culture and development.

6.2.5 Job evaluation remains a critical priority to ensure fair and transparent pay structures, maintain compliance with national frameworks, and uphold organisational integrity.

6.2.6 A discussion took place around the resilience of new systems being adopted. It was explained that a framework has been developed to guide systems adoption, which includes scoping requirements, ensuring systems meet organisational needs and support long-term sustainability. The current Student Records System is outdated, and a

replacement system is being explored that will provide better data capabilities, enable greater automation and support efficiency and compliance, will but also link to People 1st and the new finance Civica system.

6.2.7 HS was commended for the quality of the paper.

6.2.8 **The committee noted the content of the report.**

6.3 Item 6.3 | FGP0925-6.3 | Payroll Audit Update | H. Jones

6.3.1 HJ advised that all actions from the audit report had been captured and mostly complete. The People 1st payroll system has been implemented, which will mean minimal mistakes as the system makes calculations with no manual inputs. This will go live for the September pay run. This will be integrated with the Finance Civica system in November providing real-time updates to payroll from HR.

6.3.2 **The committee noted the contents of the report.**

BC joined the meeting at 17:10hrs

6.4 Estates and Sustainability Update | Paper FGP0925-6.4| W. Curri

6.4.1 The Director of Estates provided several updates as follows: -

- UK Shared Prosperity Fund – Modular Classroom project is now complete and within budget.
- SFC Emergency Capital Fund Project for high priority maintenance is now complete.
- The GPSEDS project, funded by the Scottish Government is ongoing with a March completion date.
- Estates are moving to an automated service to ensure data driven decision making.

6.4.2 Future focus includes: a new heating system to be installed which is a major piece of work and further focus on redesigning of space to ensure we can better accommodate our students and use of areas.

BC left the meeting at 17:20hrs

6.4.3 The Committee commended the successful funding bids.

6.4.4 **The Committee noted the content of the report.**

7 Item 7 | FGP0925-7.1 | Information Governance Update (Data Protection Compliance / FOI / Digital Services | K. Glendye

7.1 8 FOI/EIR requests had been received since April 2025: covering staff, student, IT, and supplier matters – all responded to within statutory timescales, no reviews or appeals. A question was raised regarding the most common FOI requests and this information will be brought back to the committee.

- 7.2 The FOI Reform Bill is ongoing and the team are working towards implementing necessary changes.
- 7.3 Cyber Update – cyber security multi factor authentication has been introduced for students and communicated out via induction, videos and staff preparation.
- 7.4 Cyber training is ongoing.
- 7.5 **ACTION: KG to establish most common FOI requests which will be sent out to the Committee via email.**

7.6 **The Committee noted the content of the report.**

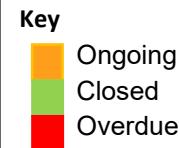
8 FOR INFORMATION ONLY

Item 8 | AOCB | Verbal | G. Clark

- 8.1 There was no other business to record.

9 Date of the Next Meeting

- 9.1 The date of the next meeting is scheduled for 13 November 2025.



Finance and General-Purpose Committee

Action Log – 11 September 2025

No	Meeting Date	Action	Lead	Deadline	Status	Commentary
1	15/5/25	Summation report regarding the creation of a wholly owned College subsidiary to be provided for the Board of Management	GC	Jun 25	Closed	BoM updated at June 2025 meeting
2	25/5/25	Commercial Risk Framework to be provided to FGP/Board	DD	Jun 25	Closed	A cautious approach is taken towards Commercial risks
3	25/5/25	HR Sub - Job evaluation to be included in future HR agendas. Family Friendly Guidance/legislative requirements to be submitted to committee	LG	Jun 25	Closed	Business schedule updated to incorporate items.
4	25/5/25	HR Sub - Circulate ToR for approval	LG	Jun 25	Closed	Circulated – now included in FGP ToR
5	25/5/25	Cross reference Strategic risk register to ensure narratives include 'payroll'	LG/JM	Jun 25	Closed	Included in emerging risk register

Finance and General Purposes Committee

Agenda Item	3
Paper Number	FGP0925-3.1

Date of Meeting	11 September 2025	
Location	MS Teams	
Title of Paper	Strategic Risk Register	
Presented by	L Grierson	
Recommendation	Approval	
Freedom of Information Disclosure Assessment		
FOI flag:	<input checked="" type="checkbox"/> Disclosable <input type="checkbox"/> Non-disclosable	
Reason/s for choice:		
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 7 minutes

1. Recommendation

- 1.1. The Finance and General Purposes Committee are asked to consider any amendments to the risks and approve the Strategic Risks 3 and 7.

2. Executive Summary

2.1. The purpose of this paper is to provide the Committee with the opportunity to review the College's Strategic Risks associated with Finance and General Purposes Committee.

3. Context

3.1 The Principal and Executive Leadership Team routinely review the Strategic Risk Register to reflect on the key risks to the College and the mitigations that are applied to each risk.

3.2 Currently FGP Committee has 2 risks assigned to it for review and any amendment made to these by Risk Owners, is noted below:

- Risk 3: Financial Sustainability remains a major risk – **no changes to rating**.
 - A balanced budget has been approved for 2025-26, and longer-term plans have been considered to provide a break even. The support staff pay award has not been agreed for 2025-26.
- Risk 7: Industrial Relations – **no changes**, however the support staff pay award has not been agreed for 2025-26.

4. Emerging Risk Register

4.1 The Emerging Risk register has been created to ensure we capture newly identified risks which may impact the College reaching its objectives in the future. The register allows for informed decision making, resource allocation, and strategic planning and enables timely and effective mitigation and preventative measures to avoid harm.

4.2 The register ensures we have an audit trail of compliance by identifying, monitoring and managing material risks and ensuring our risk management strategy is integrated within strategic planning.

4.3 SLT register any emerging risks identified and routinely review them. As part of the review process, we have identified **Job Evaluation as a significant risk which we propose to add to the Risk Register** as a standalone risk.

- The National Job Evaluation for support staff dates back to 2015-16 Support Staff Pay Agreement and was formalised in the 2017-18 Agreement. Historically there has been delays and lack of agreement on how to proceed, therefore a completely new project approach has been agreed working more closely at each stage with the TU's. This has resulted in changes of project required information and timelines. Phase one completes on 5th September 2025.

4.4 The potential risks and current mitigations are noted below, however it is uncertain how the process will evolve and what implications this will lead to.

Potential Risks	Mitigations
<ul style="list-style-type: none"> • Delays in role mapping and evaluation could impact compliance and funding approval. • Employee relations risks during grading reviews and appeals. • Failure to manage expectations around backdated pay and timelines. • Failure to manage expectations around backdated pay and timelines. • Securing Scottish Government funding remains the immediate priority, and a full Business Case is being prepared with input from the Scottish Funding Council. This funding will support the delivery of the project, any required salary adjustments, and backdated pay. 	<ul style="list-style-type: none"> • Follow the established clear, realistic project timeline with milestones and regular progress reviews. • Allocate dedicated resources and trained HR staff to prioritise role mapping and evaluation tasks. (post funding agreement) • Maintain ongoing communication with CES and Strategic HR Network to align expectations and timelines. • Implement transparent, consistent communication strategies to keep staff informed. • Provide training and guidance to line managers on handling job description reviews. • Communicate regularly and clearly about realistic timelines, potential delays, and pay impact scenarios. • Engage employee representatives early to foster understanding and manage expectations. • Prepare contingency plans for phased pay implementation if funding or timelines shift. • Engage proactively with funders to advocate for necessary resources and clarify funding parameters. • Explore alternative budget scenarios and prioritise critical elements if job evaluation goes ahead and full funding not approved.

4. Strategic Implications

4.1 This paper links into the following strategic priorities: Mission 2030 – Pillars 1,2,3,4.

5. Risk

Risk	Mitigations
Risks 3 and 7	➤ Paperwork attached for reference.

6. Implications

Financial	YES	The College is required to achieve a balanced budget position on an annual basis in a tough fiscal environment. Uncertainty around financing of job evaluation scheme and the implications for the College.
Legal	YES	Failure could result in insolvency, reputational damage and industrial action.

Learning and Teaching	YES	Challenges to deliver on the objectives set out in the SEAP if breakdown in industrial relations.
Equalities	NO	

Lorraine Grierson

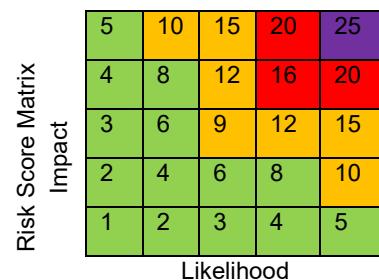
Governance Professional
27 August 2025

STRATEGIC RISK REGISTER UPDATE F&GP COMMITTEE – SEPT 25

RISK DEFINITION		ORIGINAL TASK				RESIDUAL RISK					RISK APPETITE
No	Risk	Likelihood	Impact	Total	Risk Level	Likelihood	Impact	Total	Risk Level	Risk Level and Trend	Above/below
Responsible Person - VP Finance and Commercial Services											
3	Failure to achieve institutional sustainability (F&GP)									=	Cautious 7-10 ↑
		5	5	25	High	4	5	20	Medium	=	
Responsible Person – VP People and Transformation											
7	Failure to achieve effective Industrial Relations (F&GP)									=	Moderate 11-15 ↓
		3	4	12	Medium	2	3	6	Low	=	

KEY: ASSESSMENT OF RISKS

Risks which should be monitored by the Risk Management Group:	Scores: 1 – 8	Minor Risk
Risks to be brought to the attention of SMT and the Board of Management:	Scores: 9 - 15	Moderate Risk
Risks to be reported to, and monitored by, Board of Management:	Scores: 16 – 20	Major Risk
Risks to be reported to, and monitored by, Board of Management:	Scores: 21 – 25	Critical Risk



Strategic Objective:	Risk No: 3 Financial Sustainability		
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Reference to Risk Registers:	Financial	Owner: VP Corporate Services FGP			
Description of the Risk:	Failure to achieve institutional sustainability due to sector-level budget allocations in 2024-25				
What are the possible consequences if the risk was to emerge?	The college will be unable to operate within the Scottish Public Finance Manual, contravening governance requirements by SG, Section 22, Reputational damage to Board and F&GP				

GROSS RISK SCORE (i.e without controls in place)				
LIKELIHOOD	(A) 5/5	IMPACT	(B) 5/5	What is the total risk score? (A x B)
The GROSS risk is therefore: MIN/MOD/MAJ/CRIT	Critical Risk			

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
<u>Risk Mitigations and Owners.xlsx</u>		
Front Line (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> • Increase Commercial Income/ reduce reliance on SFC funding • Effective cost control • Active tracking of Credits against forecast • Protection of funding through dialogue with SFC • Scheme of Delegation 	<ul style="list-style-type: none"> • Commercial Reporting to FGP/review by SLT • Reportage to SLT / FGP/ BoM • Finance business partnering to review budgets/spend with Managers, and timely preparation of Management Accounts and forecasts • Continuous monitoring of demand v funding allocation of student funds • Spot checks by team
Organisation Oversight Of Management Activity Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> • Strategic and Operating Plans approval process • Budgets approval process • Major project business cases approval processes • Finance Directors Network 	<ul style="list-style-type: none"> • Regular internal reporting to SLT, BoM and FGP Committee • Regular interaction with Scottish Funding Council Finance Team • Knowledge exchange through Finance Directors Network / Colleges Scotland • VPs Group and Principals Group • Benchmarking against other colleges
Independent Assurance Internal Audit / external bodies	<ul style="list-style-type: none"> • Internal Audit Programme • External Audit • Regional Outcome Agreement 	<ul style="list-style-type: none"> • External firm of professionals appointed/External by Audit Scotland / approval by Audit Committee/BoM • Regular returns to Scottish Funding Council (FFR/FES)

NET RISK SCORE (i.e with controls in place)				
LIKELIHOOD	(A) 4/5	IMPACT	(B) 5/5	What is the total risk score? (A x B)
				20/25

Risk Status	Meeting 1 MAJ	Meeting 2	Meeting 3	Meeting 4
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No.	Risk and Risk Appetite	Averse 1-6	Cautious 7-10	Moderate 11-15	Open 16-20	Hungry 21-25
3	Failure to achieve institutional sustainability		↑			

QTR	UPDATE SINCE LAST REVIEW / ACTIONS AND TREATMENT		APPETITE IN/OUT
Q1 Aug-Oct	Update If outside appetite - what are tolerance levels and Actions/ Plans to Treat	No changes proposed. Rating remains G25/25, N 20/25 A balanced budget has been approved for 2025-26, and longer-term plans have been considered to provide a break even. The support staff pay award has not been agreed for 2025-26.	OUT
Q2 Nov-Jan	Update If outside appetite - what are tolerance levels and Actions/ Plans to Treat		
Q3 Feb-Apr	Update If outside appetite - what are tolerance levels and Actions/ Plans to Treat		
Q4 May-Jul	Update If outside appetite - what are tolerance levels and Actions/ Plans to Treat		

Strategic Objective:		Risk No: 7 Failure to Achieve Effective Industrial Relations		
Reference to Risk Registers:	Organisational	Owner: VP Corporate Services FGP		
Description of the Risk:	Failure to achieve effective Industrial Relations through local dialogue/relationships and effect of national campaigns from trade unions			
What are the possible consequences if the risk was to emerge?	Financial loss, impact to ability to effectively teach, industrial action, action short of strike action (ASOS), loss of reputation.			

GROSS RISK SCORE (i.e without controls in place)				
LIKELIHOOD	(A) 3/5	IMPACT	(B) 4/5	What is the total risk score? (A x B)
The GROSS risk is therefore: MIN/MOD/MAJ/CRIT	Moderate Risk			

3 LINES OF DEFENCE	MITIGATIONS	MONITORING
<u>Risk Mitigations and Owners.xlsx</u>		
Front Line (Management Assurance) Operational Delivery /Systems /Quality Assurance /Supervision	<ul style="list-style-type: none"> Constructive formal and informal communication channels Regular meetings Staff awareness and contingency planning 	<ul style="list-style-type: none"> LJNC (Local Joint Negotiating Committee) College Employers Scotland advice and updates Regular union/management dialogue
Organisation Oversight of Management Activity Internal Compliance and quality checks / Legal and Regulatory / Financial controls / Management controls / Project assurance	<ul style="list-style-type: none"> LJNC (Local Joint Negotiation Committee) Representation at Employers Association NRPA (National Recognition and Procedures Agreement); T&Cs Representation at Strategic HR Network 	<ul style="list-style-type: none"> ELT/SLT/Board Staff engagement survey Regular union/management dialogue
Independent Assurance Internal Audit / external bodies	<ul style="list-style-type: none"> College Employers Scotland 	<ul style="list-style-type: none"> SFC/Scottish Government HR Sub/BoM oversight

NET RISK SCORE (i.e with controls in place)				
LIKELIHOOD	(A) 2/5	IMPACT	(B) 3/5	What is the total risk score? (A x B)
Risk Status	Meeting 1 MIN	Meeting 2	Meeting 3	Meeting 4

No.	Risk and Risk Appetite	Averse 1-6	Cautious 7-10	Moderate 11-15	Open 16-20	Hungry 21-25
7	Failure to achieve effective Industrial Relations		↓			

QTR	UPDATE SINCE LAST REVIEW / ACTIONS AND TREATMENT			APPETITE IN/OUT
Q1 Aug-Oct	Update	Owner - No changes proposed Ratings remain at G 12/25 and N 6/25. Support staff pay award has not been settled for 25-26.		In

	If outside appetite - what are tolerance levels and Actions/ Plans to Treat	
Q2 Nov-Jan	Update	
	If outside appetite - what are tolerance levels and Actions/ Plans to Treat	
Q3 Feb-Apr	Update	
	If outside appetite - what are tolerance levels and Actions/ Plans to Treat	
Q4 May-Jul	Update	
	If outside appetite – what are tolerance levels and Actions/ Plans to Treat	

Finance and General Purposes Committee

Agenda Item	6.1
Paper Number	FGP0925-6.1

Date of Meeting	11 September 2025	
Location	MS Teams	
Title of Paper	People & Culture Update	
Presented by	Heather Jones	
Recommendation	Discussion	
Freedom of Information Disclosure Assessment		
FOI flag:	<input checked="" type="checkbox"/> Disclosable <input type="checkbox"/> Non-disclosable	
Reason/s for choice:		
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 5 minutes

1. Recommendation

- 1.1. The Finance and General Purposes Committee are asked to discuss the contents of this paper.

2. Executive Summary

2.1. This paper outlines an overview of key initiatives including the overview of the people & culture priorities for 2025/2026, job evaluation project, policy and procedural updates, national pay negotiations.

3. Context

3.1 People & Culture 2025/2026 priorities and aligned with the 4 strategic people pillars*

3.1.1 This plan positions People & Culture as a proactive, strategic enabler—supporting leadership capability, workforce resilience, and a culture of continuous improvement. It ensures our people strategy is aligned to the ambitions of Mission 2030, enabling the college to attract, retain, and develop the talent required for long-term success.

*See paper 6.2

3.2 Job Evaluation

3.2.1 Following the recent positive ballots from UNISON and Unite members, the project is now moving forward, and preparatory work has begun. A comprehensive Project Plan has been developed in partnership with CES, covering all stages from the Business Plan through to completion.

3.2.2 Securing Scottish Government funding remains the immediate priority, and a full Business Case is being prepared with input from the Scottish Funding Council. This funding will support the delivery of the project, any required salary adjustments, and backdated pay. Expected December 2025.

3.2.3 This Business Case is an essential document, setting out what the project is about, the benefits of it, and the details on how it will be delivered and how much the project is expected to cost.

3.2.4 We are targeting that the Business Case should be drafted by around mid-September, and then after being agreed between the Trade Unions and the College Employers, it will be submitted to the Scottish Funding Council and the Scottish Government for approval of the funding. Approval expected December 2025.

3.2.5 The process will run in three phases:

Phase	Dates	Purpose
Phase 1	5 Aug – 5 Sept 2025	Establish number of roles to be scored for business case submission.
Phase 2	5 Aug – 31 Dec 2025	Gather detailed data (org charts, job descriptions) for ECC evaluation.
Phase 3	1 Mar – 31 Aug 2026	Manage completion of evaluation questionnaires.

3.2.6 Timelines could vary dependant on the numbers of roles to be evaluated; this will come from phase 1 of the project. Governance papers finalised with CES and strategic HR group and Unison/Unite. Appeals process is drafted and will be finalised over the coming weeks approved by Unison/Unite.

3.3 Legislation - Policies & Procedures

3.3.1 2024/2025 we worked on several procedural updates to ensure compliance and alignment with ACAS and other people management processes.

3.3.2 Currently in final stages of approval with Unions:

- Lecturers Contract
- Attendance Procedure
- Managing Capability & Performance
- Travel & TOIL
- Disciplinary
- Probation Procedure

3.3.3 Working on:

- Family friendly policies to be updated and aligned and created into one policy rather than several individual policies. This will include the new Neonatal Leave statutory entitlement(s).
- Support Contracts.
- Payroll procedure aligned to new system implementations
- Succession planning & talent procedure
- Leave Procedure
- Overtime & TOIL Policy

3.4 National Pay Negotiations

3.4.1 The final offer tabled by the employers and accepted by the Stewards of UNISON and Unite, and therefore will be taken to ballot, with both unions recommending acceptance, is:

- Year 1 – September 2025-26 – 4.25%
- Year 2 – September 2026-27 – 3.40%
- Year 3 – September 2027-28 – 3.00%
- Salaries under £27,000 will receive a Flat Cash underpin of £1150 in Year 1.
- The ceiling limit after which overtime shall be paid has been increased to £44,000.
- The Stand-by Allowance will increase to £120/week.
- The work on the Organisational Change Guidance shall be jointly completed by 31 December 2025.

3.4.2 The cost of a three-year pay deal, if settled in line with PSPP (9% envelope over three years), The cost of the proposed three-year settlement (equivalent to 11.03% over the three years) will be £25.9m, which would require an additional funding package of £4.7m. The sector is looking to support the proposed settlement through identifying a further £0.9m of further efficiencies over the three years, with a request for additional Scottish Government support of £3.8m. This has gone for approval, and we await the decision.

4. Risk

Risk	Mitigations
Risk 7. Failure to achieve effective Industrial Relations (FGP)	<p>Job Evaluation</p> <ul style="list-style-type: none"> ➤ Adhere to Project Timeline Follow a clear, realistic timeline with defined milestones and regular progress reviews. ➤ Resource Allocation Assign trained HR staff to prioritise role mapping and evaluation, contingent on funding agreement. ➤ Stakeholder & Funder Engagement Maintain regular communication with CES, Strategic HR Network, and funders to align expectations, clarify funding, and secure resources. ➤ Staff & Line Manager Communication Use transparent and consistent messaging to update staff on timelines, potential delays, and pay implications. Provide training and support for line managers overseeing job description reviews. ➤ Employee Engagement & Contingency Planning Engage employee reps early to manage expectations. Prepare phased pay implementation plans and explore alternative budget scenarios if full funding is not secured.

5. Implications

Financial	YES	<p>Job Evaluation:</p> <ul style="list-style-type: none"> ➤ Long term knock on financial impact on the college manpower budgets from finalised evaluated roles (current roles) ➤ Additional resource for the project from phase 2 all the way through to final appeal. (2 years) *this is being applied for through the business case and hopefully funded by SFC.
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Legal	YES	<p>Job Evaluation:</p> <ul style="list-style-type: none">➤ Contingency for appeals process and union negotiations.➤ Compliance with equal pay legislation and NJNC framework.
Learning and Teaching	NO	
Equalities	YES	<p>Job Evaluation:</p> <ul style="list-style-type: none">➤ Must ensure transparency and fairness in job evaluation scoring.➤ Appeals process must meet principles of natural justice and non-discrimination.

Heather Jones

Director of People & Culture

01 September 2025

Finance and General Purposes Committee

Agenda Item	6
Paper Number	FGP0925-6.2

Date of Meeting	11 September 2024	
Location	MS Teams	
Title of Paper	Enhancement Plan	
Presented by	Heather Jones	
Recommendation	Discussion	
Freedom of Information Disclosure Assessment		
FOI flag:	<input checked="" type="checkbox"/> Disclosable <input type="checkbox"/> Non-disclosable	
Reason/s for choice:		
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 4 minutes

1. Recommendation

- 1.1. The Finance and General Purposes Committee are asked to discuss the contents of this paper.

2. Executive Summary

- 2.1. The 2025/2026 People & Culture Enhancement Plan aligns with Mission 2030 to create a high-performing, inclusive, and future-ready workforce. Built on four strategic pillars—Equality, Diversity & Inclusion; Fair Work & Engagement; Employee Journey; and Digital Transformation—this plan focuses on delivering a positive employee experience, strengthening leadership capability, embedding fairness, and modernising HR systems for efficiency and compliance.
- 2.2. Key priorities include advancing EDI commitments, implementing Fair Work assessments, enhancing lifecycle processes, leveraging People First, additional module implementations and automation to enable faster accurate reporting along with supporting data driven decisions.
- 2.3. This plan positions People & Culture as a proactive, strategic enabler—supporting leadership capability, workforce resilience, and a culture of continuous improvement. It ensures our people strategy is aligned to the ambitions of Mission 2030, enabling the college to attract, retain, and develop the talent required for long-term success.
- 2.4. Additionally, the Job Evaluation Project remains a critical priority to ensure fair and transparent pay structures, compliance with national frameworks, and organisational integrity.

3. Context

People & Culture 2025/2026 priorities and aligned with the 4 strategic people pillars*

**captured on enhancement plan and updated KPI's*

3.1. EDI: (Equality, Diversity & Inclusion)

- 3.1.1 Working within 2 key themes based on the National Quality Outcomes report working with the EDI local working group and CDN.
 - Belonging & Feeling Safe
 - Gender Based Violence

- 3.1.2 Working with DGC Cares working group and EDI working group to establish the feasibility of implementing the Emily Charter and need to take into account the resource now and ongoing, cost implications, and other commitments across the college.

3.2 Fair Work, Engagement & Wellbeing

- 3.2.1 Paper gone to SLT on launching the Fair Work Self-Assessment Tools for both employers and workers, as provided by Enterprise Scotland. These tools will enable us to measure and understand our position against the five Fair Work dimensions and identify any gaps between management perception and workforce reality.

- 3.2.2 The combined results from these two assessments will:

- Provide valuable insight into alignment (or misalignment) between management and workforce perspectives.
- Enable targeted action planning to address identified gaps and enhance our Fair Work commitments.

- Support ongoing employee engagement and trust-building initiatives.

3.2.3 This aligns with our commitments under NJNC discussions and supports the national priority on Fair Work.

3.3 Employee Journey

3.3.1 The HR team is committed to designing and delivering an exceptional employee journey that supports every stage of the lifecycle—from attraction and onboarding to development, retention, and transition. By aligning our processes, culture, and tools with this journey, we aim to create a consistent, engaging, and meaningful experience that drives performance, wellbeing, and long-term success within the college.

3.4 Digital Transformation and Automation

3.4.1 Our Digital Transformation and Automation strategy focuses on leveraging technology to enhance efficiency, accuracy, and the overall employee experience. By implementing advanced HR systems, automating core processes, and integrating AI-driven solutions, we will create a seamless, data-informed approach that supports strategic decision-making, strengthens compliance, and frees up time for value-adding work. These initiatives will ensure HR operates as a modern, agile function aligned with Mission 2030.

3.5 Additional

- New KPI's created aligned the strategic pillars and mission 2030*
- Strengthen the People & Culture function by appointing an additional Business Partner, enabling a proactive, strategic approach that builds leadership capability, embeds a positive culture, and ensures strong governance across the college

4. Strategic Implications

4.1 The 2025/2026 People & Culture Enhancement Plan has significant strategic implications for the College. By aligning with Mission 2030 and national priorities, the plan ensures that workforce development, equality commitments, and digital transformation are fully embedded in organisational strategy. Successful delivery will require investment in technology, additional HR capacity, and sustained leadership engagement to drive cultural change and workforce resilience. Failure to implement these initiatives could impact compliance with Fair Work and EDI obligations, hinder the College's ability to attract and retain talent, and create risks around organisational sustainability and performance. Conversely, effective implementation positions the College as an employer of choice, enabling long-term competitiveness, regulatory compliance, and a positive student and staff experience.

5. Risk

Risk	Mitigations
Resource limitations for implementing EDI and Fair Work initiatives	<ul style="list-style-type: none"> ➤ Prioritise actions based on strategic impact, secure additional funding or phased approach, and ensure strong governance of projects

Delays in Job Evaluation Project impacting pay structure compliance	<ul style="list-style-type: none"> ➤ Ensure we meet the specified project timelines, allocate dedicated resource, and engage with national frameworks early to avoid non-compliance.
Resistance to cultural or digital transformation from staff	<ul style="list-style-type: none"> ➤ Develop strong change management strategy, communicate benefits, provide training and support for adoption.

6. Implications

Financial	YES	Additional cost implications for new HR systems, enhanced and additional modules further automation. Overtime this will pay back with the more focus on delivering the key people strategies that add value to the employee experience and give focus to building the workforce that is well trained and fit for future having a proactive approach.
Legal	YES	Compliance with employment law, GDPR, Fair Work standards, and Job Evaluation frameworks is critical to avoid legal exposure
Learning and Teaching	YES	Indirect positive impact—enhanced staff engagement and wellbeing can improve student experience and teaching quality.
Equalities	YES	High relevance—implementation of EDI strategies, and initiatives to meet legal and moral obligations.

Heather Jones

Director of People & Culture

01 September 2025

*Appendix: HR Action Plan Update-Sept 2025

What	Who	When	Comments
HR Team – identify the skills of the team and any gaps	HR Manager - Now Director of People & Culture	Ongoing	<ul style="list-style-type: none"> ➤ Engagement and willingness have significantly improved across the team. ➤ The team operates in a dynamic environment, requiring ongoing adaptability. ➤ Considerable progress in knowledge and capability has been made over the past three months. ➤ Strong understanding and support for new systems (People First and Payroll/Timesheets) are evident. ➤ Active leadership continues to provide guidance, especially on complex issues. ➤ The team positively responds to change and is beginning to understand the broader implications of inaccuracies. ➤ Much knowledge has been self-taught or inherited, but structured learning is steadily increasing. ➤ Team members show a clear commitment to continuous growth. ➤ The goal is to build a highly skilled, competent, and trusted People team that proactively supports and drives meaningful cultural and organisational change.
HR Structure – ensure the structure matches work content.	HR Manager - Now Director of People & Culture	1 st Sept 2025	<ul style="list-style-type: none"> ➤ A new departmental structure has been developed with comprehensive job descriptions reflecting the department's needs. Roles are under team review and will be submitted to the ECC for evaluation. ➤ Clear ownership and accountability has been established through defined roles and responsibilities. Recruitment is underway for a

What	Who	When	Comments
			<p>People & Culture Business Partner (12-month fixed-term) to provide day-to-day support, enabling a focus on strategic tasks.</p> <ul style="list-style-type: none"> ➤ Please refer to the additional slide for more details on structure and responsibilities. ➤ There is a query regarding costs and the 'Advisor' role salary, which reflects a previous position and will be reviewed as part of the longer-term structure.
Payroll – move payroll to Finance	HR Manager - Now Director of People & Culture with VP/Exec Director of Finance and Planning	1 st Sept 2025 Checked post first full CIVICA only payroll run.	<ul style="list-style-type: none"> ➤ The payroll audit is complete, with an action plan addressing minor findings. ➤ A new payroll process includes two HR review levels and Finance verification, with final approval by Directors of People & Culture and Finance. ➤ Payroll calculations have been reviewed with input from specialists at other colleges. ➤ A new payroll system is in testing, running parallel for three months. ➤ Civica handles payroll processing based on HR submissions. ➤ All amendments will be system-generated via People First or Timesheets, reducing manual errors. ➤ The system enables an extended payroll cut-off date, targeting implementation by December payroll. ➤ Payroll will remain within People & Culture, supported by a dedicated team member familiar with the system and provider. ➤ Ongoing cross-checks with Finance will continue to ensure accuracy.

What	Who	When	Comments
Processes – review key processes – induction/recruitment/payroll/exit – confirm they are efficient and appropriately documented	HR Manager - Now Director of People & Culture	Post October College Closure	<ul style="list-style-type: none"> ➤ All people-related processes have been reviewed, with project plans underway for each. The new HR system, People First, supports process mapping and automation. Recruitment and onboarding are already integrated, ensuring a consistent experience for new starters. ➤ Induction is a standalone project in development but may be delayed due to dependencies on other departments during summer closure. The induction pathway has been mapped by the team. ➤ Upcoming enhancements include an 'Approval to Hire' feature, replacing the current establishment panel with a system-generated workflow and approval matrix. ➤ The payroll process is complete and in testing, with full implementation planned for September. The exit process is still being mapped and will include automation as part of the People First improvement roadmap. ➤ Overall, all people-related processes are being enhanced to improve the entire employee lifecycle from recruitment to exit, reflecting a commitment to continuous improvement.
Job Evaluation – ensure that HR staff are FEDRA trained and work with consultant to assess the impact of support staff job evaluation.	HR Manager - Now Director of People & Culture with Dalhousie Associates	Ongoing Project (CES)	<ul style="list-style-type: none"> ➤ All P&C team members are trained and certified in the FEDRA (ECC) job evaluation framework. ➤ A new job description template has been launched to support evaluation. ➤ All roles from 2018 onward have been mapped, with 21 evaluated under ECC to date. ➤ All new/revised roles follow a formal evaluation and ECC scoring process.

What	Who	When	Comments
			<ul style="list-style-type: none"> ➤ Evaluation processes for new roles will be fully documented. ➤ A grading project is underway to replace the SCP system, aligning roles with ECC scoring, job families, and salary bandings; implementation is targeted for Sept/Oct 2025. ➤ Collaboration with CES is ongoing on the National Evaluation Project, with timelines and deliverables being finalised. Initial meeting set for end of July.
HR System – cleanse data and ensure that the staff establishment is accurate within the system. Migrate data to new system. Implement Midland project plan.	HR Manager - Now Director of People & Culture with Director of Digital Transformation	Ongoing Projects Regular Enhancements	<ul style="list-style-type: none"> ➤ People First was officially launched on 8th May 2025. The HRM and Recruitment modules are now live. ➤ All people-related data has been thoroughly cleansed, audited, and cross-checked against records held in iTrent, as well as verified against physical documentation. ➤ People First is now regarded as the single source of truth for all people data. ➤ The payroll system is currently operating in parallel with the existing system. Cross-checks are being conducted to ensure consistency and accuracy in payroll calculations and payments. ➤ Ongoing efforts are being made to explore and utilise the full functionality of the HRM system to maximise its capability and improve the overall employee experience. ➤ A structured communication and engagement plan is required to encourage greater user interaction with People First and to ensure full utilisation of its features. ➤ Additional modules are scheduled to be implemented within People First to enhance automation across the full employee lifecycle. These will provide richer people insights and enable more informed, data-driven decisions. Planned modules include Talent

What	Who	When	Comments
			<p>Management, Case Management, Data Explorer (for enhanced reporting), and a Learning Experience Platform (LXP).</p> <ul style="list-style-type: none"> ➤ The Timesheet module is currently in configuration, with a planned launch at the end of August 2025. This will automate the capture and transfer of timesheet data into payroll, replacing current manual and paper-based processes. The module will also allow for automated claims and payments (e.g. mileage and expenses), supported by integrated approval matrices. This will significantly reduce manual payroll interventions.
Teaching & Support Contracts – ensure contracts reflect current national T&Cs	HR Manager - Now Director of People & Culture	October 2025 Exp Academic Oct to Dec Oct-Dec	<ul style="list-style-type: none"> ➤ Final contract drafted after multiple NJNC review rounds; submitted for regional officer approval (expected Sept 2025). ➤ Issues resolved around 'place of work' and 'travel & toil' policy. ➤ Travel & Toil policy finalised and resubmitted for comment. ➤ Agreement reached to limit contract terms to one 'place of work' per circular guidance. ➤ Next step: confirm if new contract applies to all staff or just new hires (preferred: all). ➤ Support contracts under revision to align with T&Cs. ➤ Part-year contracts to be reviewed for annualised salary (Oct-Dec).
Staff Survey – implement actions to address the key findings from the survey and publicise change to staff prior to the next survey.	HR Manager - Now Director of People & Culture	December 2025 Launch of new survey March 2026	<ul style="list-style-type: none"> ➤ Engagement work delayed due to competing priorities but remains a key focus. ➤ Meeting held with HIVE to explore better use of platform tools and methodologies.

What	Who	When	Comments
			<ul style="list-style-type: none"> ➤ Plan in development to align all engagement platforms and outcomes. ➤ Line Manager and stakeholder follow-ups planned to ensure action plans are implemented. ➤ Existing survey questions to be reviewed for alignment with future data needs. ➤ New surveys not recommended until 50% of existing actions are implemented. ➤ Fair Work survey to launch in new academic year for comparative insights.
Organisational Change – assess the skills required for the College future workforce with SLT and Managers	HR Manager - Now Director of People & Culture	July/August 2026 full succession plans and revised performance objectives management and evaluation	<ul style="list-style-type: none"> ➤ Strategic workforce planning to run alongside implementation of People First's Talent Module. ➤ Talent Module will provide data to inform future competency frameworks. ➤ Key next steps: <ul style="list-style-type: none"> ○ Define purpose and scope ○ Engage stakeholders ○ Map current capabilities ○ Assess future skill needs ○ Conduct skills gap analysis ○ Develop workforce strategy ○ Implement and monitor

Finance & General Purposes Committee

Agenda Item	6
Paper Number	FGP0925-6.3

Date of Meeting	11 September 2025	
Location	MS Teams	
Title of Paper	Payroll Audit Update	
Presented by	Heather Jones	
Recommendation	Discussion	
Freedom of Information Disclosure Assessment		
FOI flag:	<input checked="" type="checkbox"/> Disclosable <input type="checkbox"/> Non-disclosable	
Reason/s for choice:	Information has been anonymised for reporting purposes	
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 10 minutes

1. Recommendation

1.1 The Finance and General Purposes Committee are asked to note the background for the payroll reviews and the detailed reports and recommendations provided by RSM.

2. Executive Summary

2.1 All agreed actions for the implementation of the CIVICA payroll system have been completed. The system is fully configured, tested, and scheduled to go live in September 2025. The launch also includes automation of timesheets for timesheet-based contract employees, ensuring both payroll calculations and timesheet processing are fully automated, eliminating manual intervention and associated risks of error.

3. Background

3.1 These actions were taken following recommendations from the RSM audit report, which identified the need to eliminate manual processes and strengthen payroll controls. All RSM audit action points are now closed and have been fully addressed through this system implementation.

3.2 In addition, the college's new HR system (People First) is now live and collates all contractual changes. Currently, this data is provided to payroll via downloaded reports, and by November 2025, it will be fully integrated with CIVICA, ensuring real-time updates to payroll from HR without manual input.

4. Actions Completed

- **System Configuration:** Fully completed, incorporating organisational pay structures, timesheet automation, and statutory requirements.
- **Timesheet Automation:** Integration and automation of timesheet submissions for contract employees is complete, ensuring accurate and timely transfer of data into payroll.
- **Data Migration:** Historical payroll and timesheet data securely migrated and validated.
- **Parallel Payroll Runs:** Three successful test runs completed with 100% alignment to expected outputs.
- **User Acceptance Testing:** Conducted and signed off by payroll, HR, and finance stakeholders.
- **Security & Compliance:** GDPR and HMRC compliance confirmed; penetration testing passed.

5. Key Achievements cover the following areas:

- **Full Automation:** All payroll calculations now processed automatically within CIVICA – no manual calculations required.
- **Timesheet Integration:** Timesheet-based employee data flows automatically into payroll, ensuring accuracy and efficiency.
- **Compliance:** GDPR, HMRC, and pension compliance confirmed.

- **Testing:** Three successful parallel runs completed with 100% accuracy.
- **Data Migration:** All historical payroll and timesheet data migrated and validated.

6. Go-Live Readiness

- **Launch Date:** Scheduled for **September 2025**
- **Training:** End-user and manager training for timesheet submission and approval scheduled for **August 2025**
- **Support:** Enhanced post-go-live support agreed with CIVICA

7. Strategic Implications

7.1 This links to all strategic aims and business continuity.

8. Risk

Risk	Mitigations
Risk 4, Financial Fraud	<ul style="list-style-type: none"> ➤ Previous Risks: Manual intervention, timesheet errors, and calculation discrepancies – eliminated. ➤ Residual Risks: Minimal; mitigated through contingency plans and enhanced first-month monitoring.

9. Implications

Financial	YES	The new system eliminates manual payroll errors, reducing financial risk and potential overpayments. Implementation costs are within approved budget.
Legal	YES	CIVICA system ensures compliance with HMRC, pension regulations, and GDPR requirements, mitigating legal and regulatory risk.
Learning and Teaching	NO	There is no direct impact on learning and teaching activities.
Equalities	YES	Automated processes ensure consistent and equitable treatment of all employees, reducing risk of bias or errors in payroll calculations.

10. Next Steps

- Complete staff and manager training in August 2025
- Proceed to go-live in September 2025 (Payroll + Timesheet Automation)
- Conduct post-implementation review in December 2025

Heather Jones

Director, People & Culture

26th August 2025

Stage of process	Information provided	Risks	Recommendations	Risk of a mistake being made with the pay bandings	Action	Timeline	Status
Recruitment	DG uses external recruiters for the recruitment of support staff/non-lecturers.	Although it is common practice to use recruitment consultants to attract talent, this can result in a degree of loss of control over the process and communications associated with expectations on pay.	DG should review and update its preferred supplier list to ensure a limited pool of trusted consultants who specialise in the further education industry is used and that all are obliged to sign up to standard terms of business. DG should ensure job descriptions and pay gradings are signed off before being shared with recruitment consultants.	Low	Have an approved list of agents for key roles. Ensure the process with the agents are documented as part of the agreement(s) and followed accordingly. No role to be given to agency without the correct JD/review and HERA/FEDRA Evaluation which will give us the correct scale point/salary.	COMPLETED List of approved agents agreed with correct terms in place for 'key roles'	
Pay banding: Lecturers	The pay banding for lecturers is decided nationally and cannot be departed from.	The Guidance from NJNC Circular 0119- Salary Placement and Progression' has been misinterpreted which led to lecturers being placed on the wrong pay grade.	Training should be provided to Managers to include examples of what skills and qualifications would be expected for each pay banding. What is meant by equivalent qualifications and relevant industry experience should be more clearly defined.	High	JD for all lecturers completed utilising the circular STL 02/21 which outlines all the lecturing role/responsibilities and qualifications required. LM Briefings and guidelines to be created. ONLY HR to communicate salaries with any candidate to ensure that we have consistency in information being given and employee experience is the same across.	COMPLETE: JD Template Created (all other roles) JD for all lecturers complete utilising the circular data STL 02/21 All HR Team are now trained on HERA/FEDRA System. Recruitment Process document and LM briefing been created by HRM, which reflects the process set out in the new HR System (People First) launching 6th May 2025 Introduction and Briefing of the new JD to all Line Managers at the LM meeting on Friday 2nd May by HRM All NEW roles will follow the above process from here on in All that need 'revision' due to changes in requirements will follow the above as from End May (latest)	
	Lecturers sit within the pay scales based on their skills/qualifications.	Aspects of the Guidance are open to interpretation and discretion being exercised. For example, the Guidance refers to "equivalent" qualifications or "relevant industry experience". This creates uncertainty and can lead to inconsistent approaches being taken by Managers and the Guidance being wrongly applied.	Written reasons for pay banding decisions should be required so that there is an audit trail of the reasons applied, which can then be verified.		Create the recruitment process documents to be followed by all hiring managers and HR team. All 'new' roles will be on the new designed JD template and evaluated through HERA/FEDRA for correct pay scale/points All decisions on pay will be documented and follow the documented process.	All existing roles will be re-written on new JD and follow the above process where required. End July (sooner if national job evaluation is approved)	

<p>The National Joint Negotiating Committee Circular 03/19 dated 1 August 2019 and entitled 'National Working Practices Agreement' sets out the Terms and Conditions for Lecturing staff. It states that the pay bandings will be reviewed nationally and any increase is effective from 1 September each year.</p>			<p>All updated as per the circular and the next change/input will be applied for September 2025-2026 according to the circular.</p>	
<p>The document 'NJNC Circular 0119- Salary Placement and Progression' sets out guidance as to the skills and qualifications a lecturer should have to be placed within a certain band and guidance as to salary progression, setting out that incremental progression through the scale to the next pay scale will take place on an annual basis.</p>	<p>This increases DG's exposure to equal pay risks because employees of a different gender may be paid less where they are performing the same work or work of an equivalent value.</p>	<p>A recent additional approval stage by Executive Director of Student Experience and Vice Principle of People and Transformation is a sensible action which should mitigate the risks of errors before any underpayments arise.</p>	<p>Captured and mitigated risks through the Establishment Panel and will go hand in hand with the revised JD evaluating process</p>	<p>Completed</p>
<p>For example, scale point 5 sets out that "This scale point will be applied to a new entrant to the profession who holds TQFE or equivalent to a minimum SCQF level 9 and who in addition, has two years or more relevant industry experience."</p>		<p>Annual salary review processes should be reviewed to ensure that Circular STL 03/24 is being applied.</p>	<p>As above and will be captured and updated automatically through new HRM System (People First, launching 6th May 2025)</p>	<p>COMPLETED Introduce Internal Salary checks and audit Sept annually</p>
<p>The document 'Circular STL 03/24 – Lecturing Staff Pay Agreement 2022-26' sets out the exact pay increases that should be awarded from September 2022-26. It also sets out the September 2021- September 2025 scale points for lecturers with the exact salaries they should be paid.</p>		<p>A moderation process should be introduced during the pay review process, and prior to communication with employees to ensure that decisions are consistent and the right justifications are provided.</p>	<p>As Above</p>	<p>COMPLETED Captured the standard role and responsibilities along with relevant qualifications required for the different levels on the new JD template as per circular STL 02/21</p>
<p>The process is that Managers will review the lecturer's qualifications/skills and decide what the pay scale should be. There are two levels of approval required:</p>		<p>The pay banding process should be mapped out so that it is clear for all Managers what factors to apply and when (including the process to apply at salary reviews).</p>	<p>As above, salaries should not be discussed by Managers and only discussed during offer form the relevant HR teams post approvals</p>	<p>COMPLETED Lecturing as per National Pay Agreements and follows SCQF. (Also referred to in the Line Manager JD briefing pack.)</p>
<p>1. HR review and sign off.</p>		<p>An annual audit of a sample of selected pay bandings could be undertaken to ensure the correct bandings and justifications have been applied.</p>		<p>TO DO - Sept each year Introduce Internal Salary checks and audit Sept annually Post launch of new CIVICA payroll system</p>
<p>2. Executive Director of Student Experience and Vice Principle of People and Transformation will also now check the pay banding before it is signed off (this is a recent addition to the process).</p>			<p>Already in place: Executive Director of Student Experience and Vice Principle of People and Transformation will also now check the pay banding before it is signed off (this is a recent addition to the process).</p>	

Payroll Audit Update

FGP0925-6.3

	<p>We can see from the document 'Payroll anomalies for checking – 01.25' that due to a misinterpretation of Circular 01/19, various employees were placed on the wrong pay scale and due to their length of industry experience/achievement of qualifications, they should have been placed on a higher level or lower level.</p> <p>Misinterpretation of Circular 01/19, various employees were placed on the wrong pay scale and due to their length of industry experience/achievement of qualifications, they should have been placed on a higher level or lower level.</p> <p>National guidance sets out that where an individual gains more industry experience, they should automatically be put onto a higher pay scale. This was not taken into account by DG and so employees remained on lower pay than they should have been receiving.</p>			<p>This is be mitigated with the above actions -</p>	
Pay banding: Support Staff	<p>There is more discretion over the pay banding for support staff. Our understanding is that there is no specific guidance over skills/qualifications that the individual must have to be placed into a band, as there is for lecturers.</p>	<p>The exercise of discretion increases risks due to biases and subjective assessments exposing DG to the risk of equal pay claims.</p>	<p>DG should produce a clear set of criteria the candidate should meet for each pay banding, which is then verified and annually reviewed.</p>	As Above	As Above
	<p>The document 'Circular STS 01/24 – Support Staff Pay and Terms and Conditions Agreement 1 September 2022 – 31 August 2025' sets out the pay rises applicable to support staff for September 2022-September 2025. We cannot see that there is a document setting out the exact salaries the support staff should be on.</p>	<p>Where DG is stepping outside of pay bandings to compete with similar roles in the commercial environment and attract talent, DG is exposed to the risk of equal pay claims unless it can justify that the reason for the difference is genuine.</p>	<p>Where DG is stepping outside the pay banding, independent benchmarking analysis should be undertaken to compare with the market to establish that there is a genuine need to do so and mitigate the risk of an equal pay claim. Pay for existing employees in those roles will also need to be reviewed in line with that benchmarking.</p>		<p>COMPLETED New interview processes in place and system driven through the new HR System (People First) and all interview notes captured and relevant approvals done if outside budget/banding</p>
	<p>It was flagged during our call that some of the pay scales for support staff do not match what the pay rates would be in the commercial environment so for some specific roles, the pay scales are too low to be able to recruit anyone. Recruitment agencies are suggesting DG increase the salaries to compete effectively.</p>	<p>There does not appear to be a 2-stage approval process as is the case for lecturers.</p>	<p>Annual salary review processes should be reviewed to ensure that Circular STS 01/24 – Support Staff Pay and Terms and Conditions Agreement 1 September 2022 – 31 August 2025' is being applied, with the necessary factors such as skills, qualifications and length in role being considered.</p>	<p>As above</p>	<p>Look at the DGC pay banding and job families aligned to the FEDRA scoring and benchmarking. Draft in process with HRM, needs further detail and information to ensure alignment against current SCP and benchmark for similar roles.</p>

Payroll Audit Update

FGP0925-6.3

		There is no process map for agreeing pay bandings.	A moderation process should be introduced during the pay review process, and prior to communication with employees, to ensure that decisions are consistent, and the right justifications are provided. The pay banding process should be mapped out so that it is clear for all Managers what factors to apply and when (including the process to apply at salary reviews).		Project to complete the Job Families and salary bands to offer guidance and steer on where person sits within the banding relevant to the role evaluation done through HERA/FEDRA	Job family and grading project to be complete and gone through relevant approval processes and applied accordingly to new roles Followed by aligning current roles	
Contract management system used to create employment contracts and the process of agreeing terms and conditions of employment	<p>National Joint Negotiating Committee Circular 03/19 sets out the Terms and Conditions for Lecturing staff dated 1 August 2019 entitled 'National Working Practices Agreement'. We understand that this sets the areas of college staff's contracts that are negotiated nationally, including pay, working hours, sick pay, annual leave, family leave. This agreement is reviewed annually. It specifies that all pay and pay scale must be transparent, consistent and equal.</p> <p>If there is a negotiation of terms, Managers will review the candidate based on their qualifications and make a decision as to what they think the pay scale should be. This then goes to HR for a final check. A new step has been added in where Phil Storrier and Jo McGraw will check the terms before it is signed off.</p> <p>We understand that once drafted, the employment contract is sent to the employee by HR officers and HR managers.</p>	<p>On the call, it was confirmed that the Terms and Conditions in the employment contracts do not align with the NJNC Circular 03.19 – Terms and Conditions document and that this needs to be corrected. There is a high risk DG is not compliant with national standards.</p>	<p>DG must review and update its standard Terms and Conditions to ensure that this is consistent with the NJNC Circular 03.19 – Terms and Conditions. Version control should be applied to the template to ensure it cannot be amended without the necessary approvals.</p> <p>Training for Managers should also confirm which terms are non-negotiable and that sign off requirements are clear and understood.</p> <p>It should also be made clear that employment cannot commence without signed copies of the agreement being returned to DG. A copy of the signed contract must be retained on the employee's personnel file.</p>	High	<p>Re do the T&C's of the contracts to reflect the circular. Version control will be applied through the new HR System and only the most recent documents will be applied through automation for any relevant changes.</p> <p>Management Training to be designed and rolled out to support recruitment processes and experiences.</p> <p>Again this will be captured through automation in the system and ONLY HR should communicate with candidates their start dates to ensure consistency in communications and the employee onboarding experience.</p>	<p>Completed April: The lecturer contract is currently under final review with LJNC and once approved will be the version used in the HR System for all lecturers.</p> <p>COMPLETED Support role(s) / Other Role(s) contract template is under review with WORKNEST, our labour law support subscription along with many outdated policies. Once received will be reviewed, agreed and uploaded for use in the new HR System so only the latest versions are available for use. May: Ensure the correct documents are relevant to changes and are reflected in the new HRM system prior to launch</p> <p>Part of the manager tools kit training Hire for success module to be rolled out to all hiring managers as part of a wider leadership programme</p> <p>COMPLETED Post system launch on 6th May 2025</p>	
Information flows through to the payroll team and payment of wages is processed and checked	We can see from the 'Staff Establishment Itrent' reports that you have documents with the names, role, scale point and whether they are support, academic, part time or full time. We can see from the 'Starters and leavers' document that the payroll and HR team are notified of starters and leavers by email. The documents '22.01.25- errors check' and '27.01.25- errors check' are emails between payroll and HR highlighting the payroll anomalies.	The processes used at DG to input payroll data for new starters appear to be mostly manual which increases the risk of errors being made with pay/pay bandings.	DG should consider implementing an automated HR/Payroll system to mitigate the risk of errors arising due to manual inputs. An annual review of the HR/payroll process should be undertaken to ensure that the data being entered on employment and following salary reviews is correct and up to date.	Medium	Mitigated through new HRM system	COMPLETED Post system launch on 6th May 2025	

Finance and General Purposes Committee

Agenda Item	6
Paper Number	FGP0925-6.4

Date of Meeting	11 September 2025	
Location	MS Teams	
Title of Paper	Estates and Sustainability Update	
Presented by	Billy Currie	
Recommendation	Discussion	
Freedom of Information Disclosure Assessment		
FOI flag:	<input checked="" type="checkbox"/> Disclosable <input type="checkbox"/> Non-disclosable	
Reason/s for choice:	Non sensitive information	
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 6 minutes

1. Recommendation

- 1.1. The Finance and General-Purpose Committee are asked to discuss the contents of this paper.

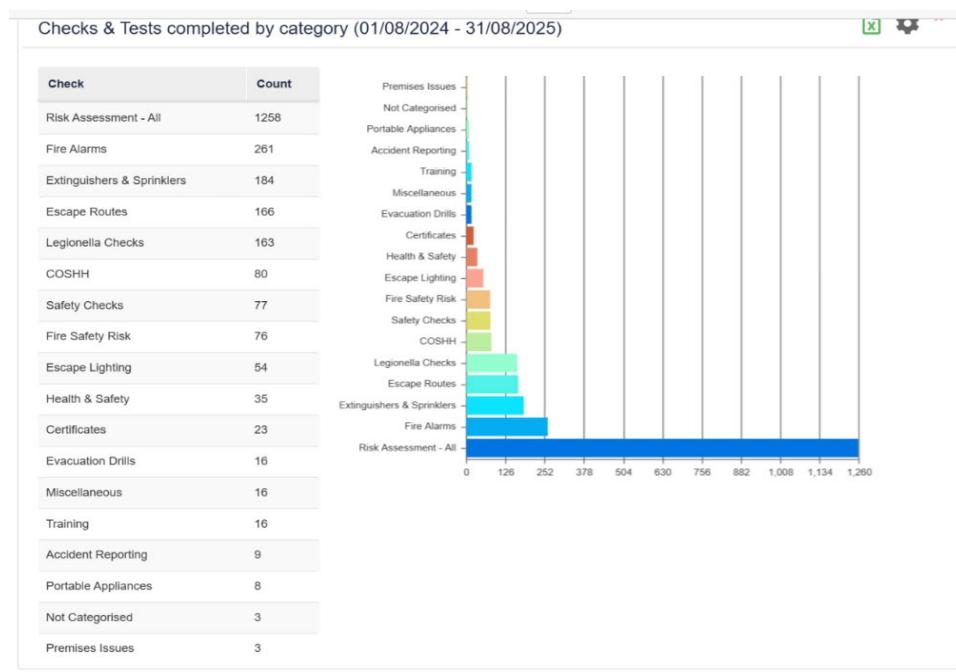
2. Executive Summary

- 2.1. College Estates work has been focusing on a number of key externally funded projects in AY 2024/25. Projects aimed at the key works themes of student experience, condition upgrades and net zero work.
- 2.2 The work of the Estates team has continued to focus on ensuring compliance with building legislative requirements.

3. Context

3.1. Estates Compliance

The Estates service has continued to focus on ensuring all compliance checks are completed and logged accordingly. In 2024/25 there were a total of 2448 checks carried out across our campuses by either our in-house team or by external contractors. The following table will provide greater context to these checks by category:



Completion of these checks is clearly critical to operations and are subject to external scrutiny by the College's insurers and fire risk assessor.

3.2 Estates Projects

The Estates service have been working on the delivery of several key projects in 2024/25 aimed at the delivery of the Estates Action Plan. The update for each project is as follows:

3.2.1 Green Public Sector Estates Decarbonisation Scheme (GPSEDS)

The GPSEDS project, funded by the Scottish Government, has continued although has been subject to some redesign work over the summer break.

A key milestone was achieved in August 2025 with the grant of planning permission to allow the siting of the air source heating plant which will deliver the low carbon heat element of the project.

The below table will show the spend position related to the GPSEDS project:

	Grant allocated	Actual Spend	Variance
Year 1	2,500,000	1,947170.03	552,829.07
Year 2	2,490,000	8826	2,481,174

The project team have provided the College with an updated spend curve to allow for financial forecasting in line with the expected completion date of March 31st 2026. An updated programme of works is being finalised which will be communicated with the wider College teams in due course.

3.2.2 UK Shared Prosperity Fund – Modular Classroom

The UKSPF funded project to install the new modular classroom building has now been signed off as complete with the grant of building warrant completion. The rooms have been utilised by the curriculum since the start of the new Academic Year. The project was completed within budget with all grant conditions being met.

The following table shows the spend activity in relation to the project.

	Allocation	Spend	Variance
Project funding	350,000	349714.74	285.26
Match Funding	100,000	100,000	0

All funding has now been claimed with payments being confirmed as received and therefore closing the project.

3.2.3 SFC Emergency Capital Fund

The College Estates team have been working on the delivery of 3 key projects funded by the Scottish Funding Council under the Emergency Capital Fund in 2024-25.

The following will provide an update on each project.

Project name	Contract awarded	Actual Spend	Status
Fire Door Upgrades	Adman Int	149036.99	Complete
Emergency Light Upgrades	JC Martin	131319.86	Complete
Ventilation and Extraction	Active Energy Solutions David Hardie Engineering McLays Heating and Ventilation	49901.82	Complete
Total		330258.67	Complete

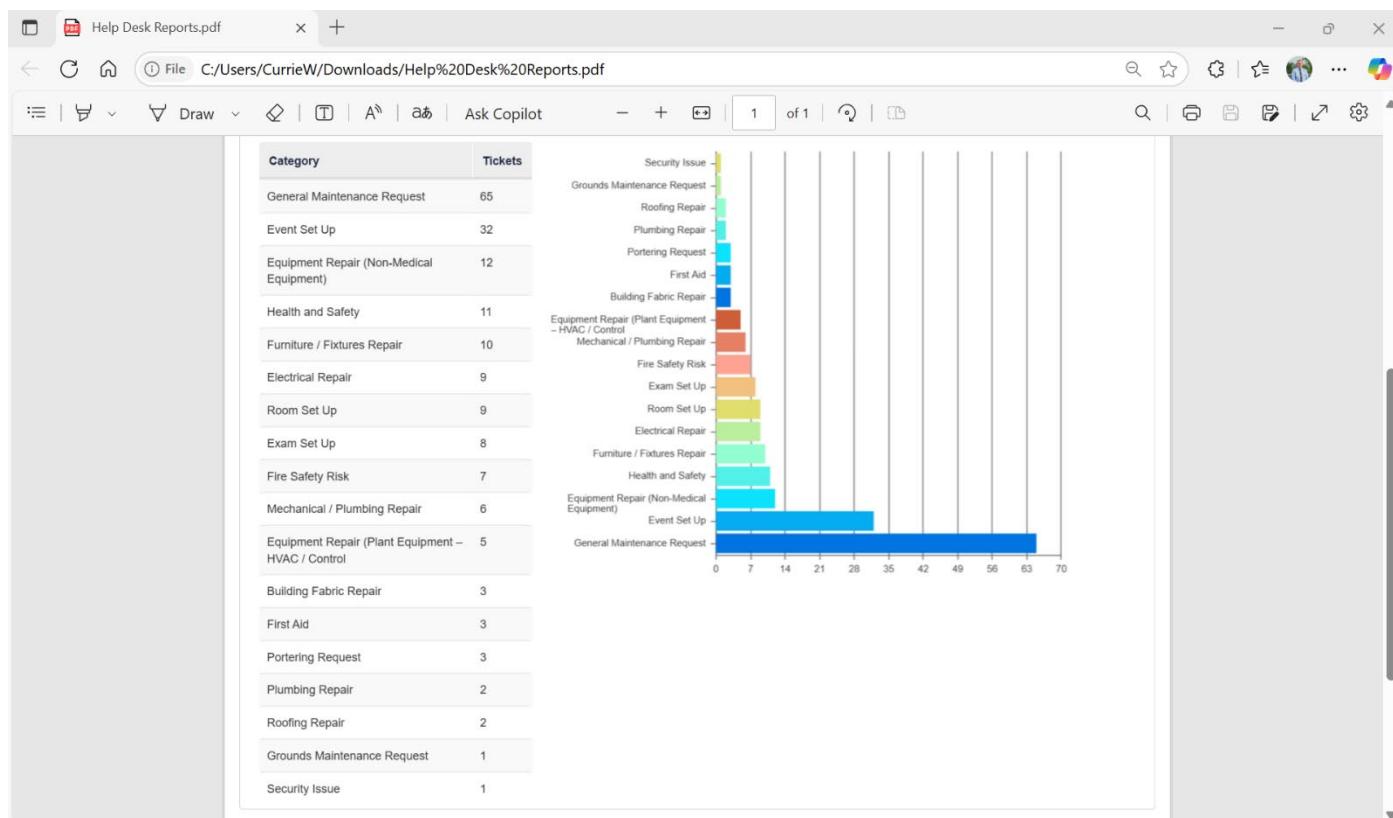
There are variances within the project which can be further explained as follows:

- Door Upgrades – This is down to phasing works at Stranraer. The decision was taken to focus on key fire doors in phase 1 before moving to the remaining office and classroom doors in further phases. Dumfries scope was reduced to fire door repairs only.
- Emergency lighting. Scope was increased to change all fittings within the level 1 library to coffee shop area which will help with the main entrance aesthetics whilst reducing energy consumption. A total of 810 light fittings upgraded between Dumfries and Stranraer which bring emergency light compliance up to modern standards.
- Ventilation. Significant cost saving found in Construction at Dumfries with focus on mobile machinery as well as change in drainage scope. Investment made in Stranraer Construction using local supplier found significant cost savings.

3.2.4 General Estates Work

In May 2025 the Estates Helpdesk moved to the Smartlog system to help provide a more user focussed service. The previous helpdesk wasn't suited to an Estates function as it didn't provide a means of suitable workflow monitoring and matching to supplier contracts. Using the new system, the team can now better monitor workflow, assign external jobs to suppliers and also monitor contract spend and key contract dates.

The following will show the number, and type of work tickets raised for the Estates team since May:



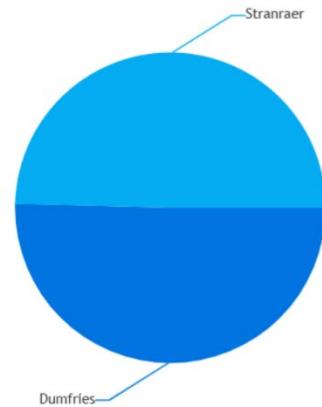
To help with effective planning and management of budgets, the contract management side has also been moved to Smartlog. This will help link works and contracts together

and help the team monitor spend to individual suppliers as well as providing greater visibility on contract details such as terms, renewal dates, associated paperwork etc.

As this is new and a work in progress we have limited data, however the following will show the volume of active contracts under the Estates functions:

Contract count per location

Location	Count
Dumfries	120
Stranraer	118



Work over the coming months will focus on filtering contracts to subcategories and removing dormant contracts. This will reflect in future reporting.

4. Strategic Implications

This paper is directly linked to Strategic Priority 5, Systems and Infrastructure. Further links to Priority 4, Finance and Performance and Priority 1 Student Experience.

5. Risk

Risk	Mitigations
Risk 3. Failure to achieve institutional sustainability (FGP)	Use of external funding sources for major capital projects.
Risk 10. Failure to achieve an effective student experience	Ensuring projects and works align with enhancing the student experience
Risk 12. Health and Safety	Ensure a suitable programme of works is in place to maintain compliance in line with statutory regulations

6. Implications

Financial	YES	Continued investment required in estates projects each year to ensure building and facilities are kept in operational condition. External funding eases the pressure on College budgets in future years.
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		Works targeted to reduce future costs such as utilities(Electricity and Gas)
Legal	YES	The College must meet statutory requirements in terms of Estates provision.
Learning and Teaching	YES	Estates provision directly affects the provision of high quality learning and teaching
Equalities	YES	The College estate must always be suitable for all users.

Billy Currie

Director of Estates and Sustainability

01 September 2025

Finance and General Purposes Committee

Agenda Item	7
Paper Number	FPG0925-7.1

Date of Meeting	11 September 2025	
Location	MS Teams	
Title of Paper	Information Governance Group Update	
Presented by	Kate Glendye	
Recommendation	Discussion	
Freedom of Information Disclosure Assessment		
FOI flag:	<input type="checkbox"/> Disclosable <input checked="" type="checkbox"/> Non-disclosable	
Reason/s for choice:		
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 5 minutes

1. Recommendation

1.1 The Finance and General Purposes Committee are asked to discuss the contents of this paper.

2. Executive Summary

- 2.1 The College remains compliant and proactive in handling FOI, Data Protection and Cyber Security requirements.
- 2.2 System and process improvements are underway across all three areas, strengthening transparency, accountability, and security.
- 2.3 Forthcoming reforms and certifications will require continued oversight, but strong mitigations and preparations are already in place.

3. Context**3.1 Freedom of Information Requests (FOI)**

- 3.1.1 8 FOI/EIR requests since April 2025: covering staff, student, IT, and supplier matters – all responded to within statutory timescales, no reviews or appeals.
- 3.1.2 Scottish Information Commissioner (SIC) quarterly survey submitted; new public tool available to view FOI requests across Scotland.
- 3.1.3 Financial transparency: historic accounts (2020–2023) now being arranged for publication on BoM website; link to be added from main College site.
- 3.1.4 FOI Reform Bill (Stage 1, Scottish Parliament) proposes:

- Presumption in favour of disclosure.
- Extending FOI to private contractors delivering public services.
- Paused (not reset) clock for clarification requests.
- Mandatory proactive publication via SIC code of practice.
- Statutory FOI Officer role (equivalent to DPO).
- Stronger powers for prosecution over deliberate destruction of records.

3.2 Data Protection – Information Compliance Update

- 3.2.1 DPIAs completed: PeopleFirst (privacy notice changes), Student Records (further DPIA needed).
- 3.2.2 Privacy advice given on:
 - Sharing bank statements for funding (notice updated).
 - Marketing of short courses (opt-out provided).
 - Updated guidance for police requests shared with Estates.
 - Marketing to alumni/business contacts.
 - Candidate photo ID retention reduced to 14 days.
- 3.2.3 Retention schedule reviewed against JISC, with proposed changes including unsuccessful applications (+1 year), disciplinary/grievance docs (6 months), business contacts list, and extending retention for student comms and MailJet subscribers (6 years).

3.2.4 3 low-risk incidents reported (email cc/bcc error; misplaced laptop/drive; incorrect storage of assessments) – none ICO-reportable.

3.2.5 Process Improvements:

- New MS Forms for breach reporting and DPIA screening.
- AdminNet refreshed with policies, RoPA, and reporting links.
- Director's Cut used for DP updates and reminders.

3.3 [Cyber update](#)

3.3.1 No major incidents have been reported since the last meeting.

3.3.2 Cyber Essentials recertified; student MFA introduced.

4. Strategic Implications

4.1 This paper is linked to Mission 2030 – Pillar 2 – Our Future Workforce – Our People, Pillar 3 – Future Education – Our Learning.

5. Risk

Risk	Mitigations
Penalties or enforcement action by the ICO, reputational damage, litigation	<ul style="list-style-type: none">➤ Strong data protection framework in place➤ Technical and organisational controls

	<ul style="list-style-type: none"> ➤ Strong incident response focused on containment, mitigation, and learning lessons from incidents
11 – Failure to achieve and maintain systems and operable and secure ICT	<ul style="list-style-type: none"> ➤ Documented disaster recovery procedures. ➤ Cyber Incident disaster recovery plan and training. ➤ Staff CPD on business continuity areas including Cyber security. ➤ Firewalls and antivirus software in place. ➤ Regular internal review of security measures and action around areas of concern ➤ Regular cyber/phishing exercises. ➤ CISO (Chief Information Security Officer) service in place through HEFESTIS.

6. Implications

Financial	No	No direct financial implications.
Legal	Yes	Compliance with UK GDPR and the Data Protection Act 2018 (DPA 2018) and the Privacy and Electronic Communications Regulation 2003 (PECR 2003).
Learning and Teaching	No	No direct Learning and Teaching implications.
Equalities	No	No direct Equalities implications.

Kate Glendye

Director of Student Experience and Innovation

29/08/2025