



Finance & General-Purpose Committee

Tuesday 13 November 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">➤ 11 September 2025➤ Action Log	GC LG	Paper 2.1 Paper 2.2
	3. Strategic Risk Register	LG	Paper 3.1
	4. Corporate Services <ul style="list-style-type: none">➤ Statutory Accounts – Draft financial Statement	KH	Paper 4.1
For Discussion			
	5. Corporate Services <ul style="list-style-type: none">➤ Management Accounts as of 30 September 2025 / Contribution Report➤ Tender Governance➤ Estates and Sustainability Annual Report (incl Carbon Management Data)➤ Information Governance Update (Data Protection Compliance / FOI / Digital Services)	KH BC KG	Paper 5.1 Paper 5.2 Paper 5.3 Paper 5.4
	6. Commercial Development & Marketing	LS	Paper 6.1
	7. People & Culture Update <ul style="list-style-type: none">➤ Disciplinary Policy (for approval)➤ HR Enhancement Plan Update	HJ HJ HJ	Paper 7.1 Paper 7.2 Paper 7.3

	8. Staff Development Update	PS	Paper 8.1
For Information only			
	9. AOCB	GC	Verbal
	10. Date of next meeting ➤ Thursday 5 February 2026	GC	Verbal

Finance and General-Purpose Committee

Minute of Meeting 13 November 2025 15:30-18:00hrs – MS Teams

Present:		
George Clark – Chair (GK)	Inga McVicar (IM)	Sharon Hodgson (SH)
Caroline Stuart (CS)	Kate Glendye (KG)	
In attendance:		
Karen Hunter (KH)	Douglas Dickson (DD)	Lorraine Grierson (LG)
William Currie (Item 7)	Leona Seaton (Item 6)	
Alexandra Rankin (Minute taker)		
Apologies:		

1 Welcome and Apologies for Absence | Verbal | Chair G. Clark

- 1.1.1 The Chair welcomed everyone to the meeting and the Governance Professional confirmed that the meeting was quorate.
- 1.1.2 Apologies were noted as above.

1.2 Declaration of Interests and Connections | Verbal | Chair G. Clark

- 1.2.1 The Chair reminded Members to indicate any declaration of interest or connections as appropriate throughout the course of the meeting.

FOR APPROVAL

2 Minutes of Previous Meetings and Matters Arising

- 2.1.1 Minute of Meeting 11 September 2025 | Paper FGP1125-2.1 | Chair G. Clark
- 2.1.2 The members in attendance agreed that the minutes of the meeting on 11 September 2025 accurately reflected the record of the meeting.
- 2.1.3 **The Committee approved the minute.**
- 2.2 Action Log | Paper FGP1125-2.2 | L. Grierson
- 2.2.1 The Committee was advised that all actions were marked as complete.

2.3 The Committee noted the Action Log.

3 Strategic Risk Register | Paper FGP1125-3.1 | L. Grierson

3.1 It was confirmed that there had been no further changes to Risk 3 - Failure to Achieve Institutional Sustainability and Risk 7 - Failure to achieve industrial relations, after executive review.

3.2 Members were asked to note the change to presentation of the Risk Register and confirmed that they all have access to the links to the supporting paperwork.

3.3 The Committee approved the Risk Register without further change.

**4 Corporate Services
Statutory Accounts – Draft Financial Statement | Paper FGP1125-4.1 | K. Hunter**

4.1.1 It was reported that the accounts have been prepared in accordance with prescribed financial reporting framework, including Financial Reporting Standard (FRS) 102 and the 2019 Statement of Recommended Practice (SORP): Accounting in Further and Higher Education. The format of the Financial Statements is unchanged from the previous year, and include a Statement of Comprehensive Income, Statement of Changes in Reserves, Balance Sheet and Statement of Cash Flows, which are set out on pages 42 to 65 in the attached draft report.

4.1.2 The Committee was asked to focus on the remuneration report and confirm they are happy with the disclosures and how we've implemented Scottish Government requirements.

4.1.3 The VP was congratulated on all the hard work put into the accounts and the surplus position. Due to the length of the draft accounts, it was suggested that a one page infograph be provided based on key KPIs and highlights and risks.

4.1.4 The Principal suggested that a shorter version of the SIA be brought with an infograph.

4.1.5 The Committee was advised that the External audit process is nearly finished and the draft report shows an unqualified opinion. Some minor changes are required mainly in respect of property valuation on a depreciated replacement cost basis. Ryden have been appointed as property experts to do the valuation on a depreciated replacement cost basis. There will be a numeric difference in value so accounts need to be changed, however it will not impact the underlying figures.

4.1.6 The accounts show an underlying surplus of £10k. Due to the change in the financial system the auditors have reviewed this to ensure there are satisfactory controls in place.

4.1.7 Audit Scotland give specific guidance for the sector auditors to ensure consistency.

4.1.8 .

4.1.9 Internal Audit have looked at Policies and Procedures that impact on budget and finance processes. There has been an additional audit review on Student Support and controls in place on that spend.

4.1.10 Lease liability was discussed, and it was confirmed that this related to the electric cars which will come to an end this year.

4.1.11 It was pointed out that the report also includes an element of narrative around Covid which should be checked along with some general text issues.

4.1.12 **ACTION: DD to develop a shortened version of the SIA with an infographic for stakeholders identifying the college's transformation to a high performing college.**

4.1.13 **The Committee approved the draft accounts.**

FOR DISCUSSION

5 Management Accounts as of 30 September 2025 and Contribution Report | Paper FGP1125-5.1| K. Hunter

5.1.1 The VP Corporate Services introduced the accounts which provide a summary of the results to September 2025 and a forecast for the full year to July 2026.

5.1.2 It was advised that there had been a big spend on materials, licenses, subscriptions etc which make the accounts not align to the budget profile. The curriculum areas spend profile reflects the purchase of teaching materials and student kits at the start of the academic year, and there will be some refinement of expenditure between core college costs and bursary related spend.

5.1.3 .

5.1.4 A close eye is being kept on commercial income.

5.1.5 Cash balance demands continued focus. SFC core grant is a fixed amount to March.

5.1.6 A query was raised around the cost of insurance premiums, and it was confirmed that we have changed Broker which has resulted in an increase.

5.1.7 The executive team were asked if the KPI scorecard dashboard is near completion. It was confirmed that there is still a bit of work required, and discussion ensued as to whether the Committee Chairs should be involved in identifying key KPIs for their areas. It was stated that a developer is being commissioned to help develop the dashboard to be ready by the end of the year.

5.1.8 It was suggested that cross referencing the Code of Good Governance for governance KPIs would help.

5.1.9 Regarding the Contribution Report, Core SFC grant has been allocated across curriculum areas and commercial services.

5.1.10 **ACTION: DD with Committee chairs to agree KPIs in light of the Code of Good Governance prior to developing a Level 1 dashboard.**

5.2 Tender Governance | Paper FGP1125-5.2| K. Hunter

5.2.1 An update was provided in respect of a review of delegated limits for expenditure recently carried with reference to tenders, to help ensure that thresholds for approval remain appropriate and allow College Management control over budget spend. The suggested thresholds were discussed but a concern was raised regarding the check point to ensure numerous high-cost tenders were controlled with a second signatory and oversight before confirming the final agreement. It was suggested that it was more critical to identify who

signed the contract accepting the contract was a more effective way to manage the scheme of delegation.

5.2.2 .

5.2.3 It was suggested that the risk to the proposal was one of fraud rather than financial sustainability.

5.2.4 The Committee asked that a report is presented to the committee to explain what tender value is in the pipeline and forecasted, which would also provide a further check point.

5.2.5 **ACTION: LS to check the Public Finance Manual for signatory stipulations and incorporate into the Policy, which can then be circulated by email.**

BC joined the meeting at 16:12 hrs

5.3 Estates and Sustainability Annual Report (incl Carbon Management Data) Paper FGP1125-5.3| B. Currie

5.3.1 The Director of Estates and Sustainability introduced the Report and noted that 431 helpdesk tickets (over 2000 tasks) had been completed within the reporting period. In addition, the SmartLog system was providing additional data to inform contract and service arrangements.

5.3.2 The Committee endorsed the use of SmartLog and queried progress towards decarbonisation targets. It was confirmed that the heating project remained on track for delivery within planned timeframes.

5.3.3 Mitigation of key risks had been supported through investment from the SFC for health and safety projects and items relating to the campus estate were considered appropriate for the age of the building.

5.3.4 The Committee noted the Estates and Sustainability Annual Report.

BC left the meeting at 16:19 hrs

5.4 Information Governance Update (Data Protection Compliance / FOI / Digital Services Paper FGP1125-5.5| K. Glendye

5.4.1 Since August, there had been 4 FOISA requests relating to the categories 'Finance' and 'Other'. There had been no Data Protection breaches which could be due to the new finance/HR system reducing manual tasks.

5.4.2 .

5.4.3 Positive feedback was provided from the JISC infrastructure review.

5.4.4 The Committee asked for thanks and congratulations to be passed to the team for all their hard work.

5.4.5 **The Committee noted the report.**

6 Commercial Development & Marketing Update | Paper FGP1125-6.1| L. Seaton

6.1 The Director of Skills and Marketing provided an update and highlighted key points.

6.2 The Principal advised the Committee of the impact of the removal of prosperity funds. The team have previously demonstrated flexibility and judgement in their commercial activities.

6.3 .

6.4 The Chair supported the reporting of pipeline activity and greater understanding of the pipeline which would in-turn support managing risk appetite.

6.5 .

6.6 .

6.7 ACTION: To report pipeline activity.

6.8 The Committee noted the Commercial Development & Marketing Update Report.

LS left meeting at 15:37hrs

HJ joined the meeting 16:18hrs

7 People and Culture Update | Paper FGP1125-7.1| H. Jones

7.1.1 The Director of People and Culture introduced the paper and noted that the National Job Evaluation Project was progressing to stage 2. Internal processes were explained and both resource and risk were being assessed.

7.1.2 The Travel and Toil Procedure is being progressed through the LJNC. A new 'Leave' procedure is in development; family friendly and hybrid and remote policies are also in draft stages.

7.1.3 A support Staff multi-year pay offer had been recommended by UNISON and Unite to members and the result of the ballot would be known after 26 November. The Scottish Government will provide funding support to implement the pay award.

7.1.4 A new National Facilities Time Agreement had been developed.

7.1.5 The NRPA update and NRA submission for support staff only will be tabled for approval by the Board of Management in due course.

7.1.6 The Committee noted the content of the report.

7.1 Disciplinary Policy (for approval) | Paper FGP1125-7.2| H. Jones

7.1.1 The Director of People and Culture outlined the updates to the Disciplinary Policy and Procedure, which had undergone consultation through the LJNC.

7.1.2 The Committee queried the changes to the Policy and detail was provided. Discussion followed on the legislative changes being introduced relating to the PSCD impact and it was confirmed that changes would only be implemented after the receipt of specific guidance.

7.2 ACTION: The Committee approved the Disciplinary Policy.

7.3 HR Enhancement Plan Update | Paper FGP1125-7.3| H. Jones

7.3.1 The Director of People and Culture introduced the report and key points were noted:-

- EDI engagement with EDI Local Working Group and CDN is continuing.
- There had been a low response to the Fair Work survey with 'effective voice' scoring lowest amongst both academic and support staff. This item would now be explored through the LJNC and next steps decided through a short life working group. The Chair endorsed the exploration of the drivers behind the low score.
- Employee experience items are in-development however a lack of baseline data exists to support the onboarding and employee journey.
- Digitalisation – People First system was now adopted, and several additional modules deployed to improve automation and processing.

7.3.2 The Chair queried AI reliance within the People First software which was confirmed to be limited to options for meeting prompts.

7.3.3 **The Committee noted the content of the HR Enhancement Plan update.**

HJ left the meeting at 17:00 hrs

PS joined the meeting at 15.57 hrs

8 Staff Development Update | Paper FGP1125-8.1 | P. Storrier

8.1 The VP Curriculum and Student Experience introduced the paper explaining the improvements in learning culture and improved synthesis of the PRD process. Several key points were noted: -

- Clear progress in embedding a culture of continuous improvement aligned to Mission 2030. Closer alignment with specific academic and support staff needs through themed Staff Development Days and bite-size CPD sessions.
- Compliance of PRD was positive, and a staff development plan had been created.
- Training had been well engaged and impact reported to the L&T Committee.
- Confidence continued with engagement in observation of learning and quality enhancement of the process continued.
- A Leadership Development Pilot was now launched to support succession planning and was discussed thoroughly at LJNC.
- GTCS revalidation had returned a positive report with processes being highly commended.
- Digital Pedagogy: - Mandatory training delivered through SmartLog had recorded higher completion, therefore teams will seek to move all training to SmartLog to enable enhanced tracking and monitoring.

8.2 In addition, a Support Staff Development Committee had been convened to design a CPD plan and the Learning and Development Audit is in progress.

8.3 The Committee welcomed the positive report and equity for staff and recommended that investment/financial data be provided for staff development/OD with internal communications. This could be utilised in recruitment marketing and promotion to attract candidates.

8.4 A short discussion followed on the college's talent/recruitment strategy.

8.5 **The Committee noted the content of the Staff Development Update.**

PS left meeting 16:12hrs.

9 AOCB | Verbal | Chair G. Clark

9.1 There were no other business items.

10 Date of the Next Meeting

10.1 The date of the next meeting is scheduled for 5 February 2026.






**Dumfries and
Galloway College**

One step ahead

Finance and General-Purpose Committee

Action Log – 12 November 2025

Key	
	Ongoing
	Closed
	Overdue

No	Meeting Date	Action	Lead	Deadline	Status	Commentary
1	11/9/25	Send list of most common FOISA requests to committee.	LG		Closed	Circulated 8/10/25

Finance and General Purposes Committee		
Agenda Item	3	
Paper Number	FGP1125-3.1	
Date of Meeting	13 November 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 3 risks assigned to it for review and any amendment made to these by Risk Owners, is noted below:

- Risk 1: National Job Evaluation – paperwork pending.
- Risk 3: Financial Sustainability remains a major risk – **no changes**. This risk is over appetite however 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. Strategic Implications

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

5. Risk

Risk	Mitigations
Risks 1, 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

16 October 2025

STRATEGIC RISK REGISTER UPDATE F&GP COMMITTEE – NOV 25

RISK DEFINITION		ORIGINAL TASK				RESIDUAL RISK				RISK APPETITE	LINK
No	Risk	Likelihood	Impact	Total	Risk Level	Likelihood	Impact	Total	Risk Level and trend	above/ below	Risk Details
Responsible Person – Vice Principal Corporate Services											
1	National Job Evaluation (Emerging)	PAPERWORK PENDING									
3	Failure to achieve institutional sustainability (FGP)	5	5	25		4	5	20	=	Moderate 11-15 ↑	Risk 3 - FGP- Institutional Sustainability EX DF.docx
7	Failure to achieve effective Industrial Relations (FGP)	3	4	12		2	3	6	=	Moderate 11-15 ↓	Risk 7 - FGP - Ind Rels VPP.docx

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

Finance and General Purposes Committee		
Agenda Item	5	
Paper Number	FGP1125 - 5.3	
Date of Meeting	13 November 2025	
Location	MS Teams	
Title of Paper	Estates and Sustainability Annual Report	
Presented by	William Currie	
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: 7 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. A wide range of works completed in AY 2024/25 working under the 3 key themes of campus experience, building condition and net zero.
- 2.2. The College utilised £2.7m in additional capital funding in 2024/25 from a range of sources including Scottish Government, UK Shared Prosperity Fund and Scottish Funding Council

3. Context

3.1. Estates Update

- 3.1.1. The key piece of work for the estate team in 2024/25 has been to work on moving the estates workflow over to the Smartlog system. The move is aimed to enhance visibility on estates performance in line with set SLAs for calls and planned maintenance activities. This work has come at no extra cost due to the required modules being built into the Smartlog system.
- 3.1.2. Moving across allows the Director of Estates and Sustainability access to live dashboard for key workstreams including:
- Planned maintenance
 - Reactive works
 - Contract status and spend

The data gained from this system will allow the College to accurately target key spend in the coming years in line with the sectoral Colleges Infrastructure Investment Plan.

3.2. Estates Action Plan works AY 2024/25

- 3.2.1. The following works were identified as priority works under the Estates action plan for AY 2024/25. All works were complete within time and allocated budget.

Works	Campus	Status
Classroom upgrades - childcare	Dumfries and Stranraer	Complete
Classroom upgrades – desks and seating across all areas	Dumfries	Complete
Air conditioning upgrades – rooms 0068 and 2009 Dumfries. Construction workshop Stranraer	Dumfries and Stranraer	Complete
External construction project area – Galebreak weatherproofing	Dumfries	Complete
EV Charger upgrades	Stranraer	Complete
External grounds revamp	Stranraer	Complete
Toilet Upgrade - accessibility	Stranraer	Complete
General condition works – summer works plan	Dumfries and Stranraer	Complete

3.3. High Priority Capital Works – SFC Funded

3.3.1. The College was successful in obtaining £360k from the Scottish Funding Councils high priority backlog maintenance fund. This fund is aimed solely at areas of work which are health and safety facing and cannot be complete using a Colleges core funding.

3.3.2. The College bid for 3 separate projects which covered both Dumfries and Stranraer campuses. The projects covered key aspects of H&S whilst being people facing projects that, if not addressed, had the potential to disrupt business operations.

The following table will outline the status of the 3 projects

Project name	Contract awarded	Campus	Status
Fire Door Upgrades	Adman Int	Both	Phase 1 complete
Emergency Light Upgrades	JC Martin	Both	Complete
Ventilation and Extraction	Active Energy Solutions	Both	Complete

3.3.3. The College has been successful in obtaining further funding from the SFC for 2025/25, with the award of £100k to carry out works relating to fire stopping and compartmentation across both campuses.

3.4. UK Shared Prosperity Fund

3.4.1. The College was successful in obtaining £350k from the UKSPF to allow the development of additional classroom space, addressing the growing requirements of the engineering delivery.

3.4.2. A feasibility study, looking at internal and external options, showed the most viable was the utilisation of modular build technology. The decision was based on finance available and time constraints as well as a view to long term sustainability.

3.4.3. EcoSystems Technologies were awarded the contract after a tender process and delivered a high-quality build on time and on budget. The 2 classrooms were brought into use for Academic Year 2025/26.

3.5. Green Public Sector Estates Decarbonisation Scheme

3.5.1. The College was successful in obtaining £4.99m from the Scottish Governments GPSEDS scheme in 2024. The project is aimed specifically at a key Government theme of Heat in Buildings and will focus on the Dumfries campus.

The project comprises of the following key works packages:

- Low Carbon Heat. This package will see the removal of the existing gas fuelled heat and hot water system and replaced with an air source heat pump system. Works are underway with the existing system now offline and temporary heating in place until March 2026
- Main entrance upgrade. To address a key are of heat loss the project will see a new main entrance system installed, replacing the current revolving door and powered accessible door. The new system will be an air lock style with automatic

doors. This will address the key issue of heat loss whilst also enhancing the college user experience.

- Workshop door upgrades. The roller doors in the engineering and motor vehicle departments contribute significantly to heat loss. The project will replace these with new, high insulated doors providing extra comfort in these areas.

3.5.2. The works are being carried out by FES, now trading as OCS, and are due for completion on 31st March 2026. Currently works are on target following the latest project oversight meeting.

3.6. Carbon Management

3.6.1. The annual report is currently being compiled for submission on 30th November. The report will be subject to peer review by sector colleagues prior to submission. At this stage the report is incomplete so no indication of performance can be given.

4. Strategic Implications

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

5. Risk

Risk	Mitigations
Risk 3. Failure to achieve institutional sustainability (FGP)	➤ Utilising external funding to carry out improvement works
Risk 10- Failure to achieve and effective student experience	➤ Ensure suitable works are identified with L&T colleagues aimed directly at enhancing the on-campus student experience
Risk 12 – Failure to meet regulatory Health and Safety Obligations	<ul style="list-style-type: none"> ➤ Reporting and Review procedure including Near Miss ➤ Health and Safety IOSH training for staff ➤ Specific communication at time of increased risk eg Covid, building works, adverse weather ➤ Clear channels of communication regarding issues and preventative actions.

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 23/24
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, ensuring accessibility and fairness for all.

Billy Currie

Director of Estates and Sustainability

04 November 2025

Finance and General Purposes Committee		
Agenda Item	5	
Paper Number	FPG1125-5.4	
Date of Meeting	13 November 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:	Contains references to internal systems and security infrastructure.	
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: 3 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 Continued strong performance has been evidenced across all areas: no data breaches, FOI requests processed within statutory timescales, and significant improvements to network and email security infrastructure.

3. Context

3.1 Freedom of Information Requests (FOI)

- 3.1.1 Four FOI/EIR requests were completed since August 2025, relating to staff, IT, and financial information. All were responded to well within the 20-working-day statutory timescales, with no reviews or appeals submitted.
- 3.1.2 The Scottish Information Commissioner (SIC) quarterly survey for July–September 2025 was returned on 8 October, confirming full compliance. The new SIC data visualisation tool, foi.scot/statistics, continues to enhance transparency across the sector.

3.2 Data Protection – Information Compliance Update

- 3.2.1 Ongoing advice and consultations have supported new processing activities, including the introduction of identity verification for short course enrolments and collaboration with Dumfries & Galloway Council on data for local transport analysis.
- 3.2.2 No data protection incidents or breaches have been reported since the last IGG meeting.
- 3.2.3 The new DPIA Screening Form has been launched via AdminNet, and refresher training for staff and board members is planned for Spring 2026.

3.3 Cyber update

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

3.3.2

3.3.4

3.3.5

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 ➤ Strong incident response focused on containment, mitigation, and learning lessons from incidents
11 – Failure to achieve and maintain systems and operable and secure ICT	

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

4 November 2025

Finance and General Purposes Committee		
Agenda Item	7.1	
Paper Number	FGP1125-7.1	
Date of Meeting	13 November 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. The 2025/2026 People & Culture plan is now aligned to the four strategic people pillars. This positions People & Culture as a proactive, strategic enabler by strengthening leadership capability, building workforce resilience, and fostering a culture of continuous improvement. The plan also ensures our people strategy is fully aligned with Mission 2030, supporting the attraction, retention, and development of talent needed for long-term organisational success.

3.2. National Job Evaluation Project

3.2.1. Summary – No Further Updates currently

- 3.2.2. Post the CES meeting on 10th September 2025: It was noted that good progress has been made on the Job Evaluation project across seven key areas of activity as set out below:

- The Business Plan – awaiting confirmation from the Scottish Funding Council (SFC) on format of Business Case.
- Creating a Project Board and Governance Structure – a draft governance structure will be discussed with CES at its meeting on 24 September 2025.
- College Preparatory Work – colleges have now all responded with the required information.
- Engagement of a Job Evaluation Scheme provider to carry out the role evaluations – it was noted that a Single Source Justification request to continue using ECC has been submitted to SFC for their consideration.
- Completion of Robust Job Descriptions
- Pay and Grading – a high-level document setting out pay principles and process for the project have been drafted. Proposals from the trade unions have also been submitted for consideration.
- Appeals – a draft Appeals Procedure has been developed.

- 3.2.3. It was noted that all areas will need to be formally agreed at an extraordinary NJNC – Side Table (Support) meeting in October 2025 as well as at CES.

- 3.2.4. The next scheduled meeting of the NJNC – Side Table (Support) is Wednesday 26 November 2025.

- 3.2.5. The project continues to progress; however, timelines are now significantly delayed due to the large volume of roles requiring evaluation (4500+) double the original estimation. Preparatory work remains underway, and the comprehensive project plan developed with CES is still in place. Work to secure Scottish Government funding is ongoing, with no further information available at this stage.

- 3.2.6. Whilst securing Scottish Government funding still remains the immediate priority, to date, there has not yet been any further decision/approval on this.
- 3.2.7. Whilst the initial business case was submitted in September this has initially been rejected and the ask for a 'green book business case' approach which now adds additional complexity and timelines to complete.
- 3.2.8. At the CES meeting on 24 September 2025, it was agreed that a Job Evaluation Project Board (JEPB) will be established to provide leadership and oversight for the project. During the CES Business meeting on 1 October 2025, it was confirmed that the JEPB will begin its work in early November 2025. Two self-nominations from the strategic working group were received and welcomed, ensuring HR and finance expertise on the Board. The key JEPB role remains the Project Sponsor, ideally a Principal, Chair, or experienced Board Member. The JEPB will be supported by the Project Management Team, the Job Evaluation Group (trade union and employer representatives), and an employer's-only working group. To date no one has been nominated as the project sponsor.

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.

- 3.2.9. No new timelines have been updated as per the original phased plan.
- 3.2.10. We will be moving ahead with the updating of the job descriptions with the line managers, outside of NJEP as part of our talent strategy to capture baseline information on skills and competencies and enable alignment of roles to talent profiles. This will keep us ahead of the timelines when they are next reviewed and communicated.
- 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. Procedures approved and published:
 - Attendance Procedure
 - Managing Capability & Performance
 - Probation Procedure

3.3.3. Policy & procedures for approval:

- Travel & TOIL Procedure submitted to SLT & LJNC
- Disciplinary Policy & Model Procedure submitted for board approval

3.3.4. Policy & procedures currently under review/design:

- College Leave Procedure
- Family Friendly Policies
- Hybrid Working Policy

3.4. National Pay Negotiations

3.4.1. Support Staff Pay Claim

3.4.2. Following the pay meeting on 10 June 2025 and subsequent Joint Secretary discussions, a joint letter was issued to the Minister on 19 June 2025 setting out an agreed position on a pay settlement between CES, UNISON and Unite.

3.4.3. It was noted in the meeting that an update on the letter has been provided by the Scottish Government, and that the matter is continuing to be progressed but no specific confirmation on the funding has yet been provided.

3.4.4. When confirmation is eventually received, this will allow a formal offer being made by the employers to the trade unions, which they have advised they will then ballot their members on. Still awaiting the confirmation.

3.4.5. As previously communicated the current pay offer:

3.4.6. 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

3.4.7.

3.5. Additional Updates

3.5.1. Update – Facilities Time

3.5.2. The Support Staff Side has approved the 2025/26 Facilities Time Agreement, effective from 1 August 2025 to 31 July 2026. This agreement will be published on the NJNC website and reviewed annually. It was noted that local facilities time and Job Evaluation release time are out with the scope of this agreement.

3.5.3. A SharePoint site has now been launched to record national facilities time after each meeting, supporting transparent annual reimbursement to colleges with national representatives. Guidance has been issued to UNISON and Unite representatives, along with relevant HR contacts and line managers. GMB representatives and associated HR contacts/line managers will be added once identified.

3.5.4. Update – National Recognition and Procedures Agreement (NRPA) Reform

3.5.5. The Support Staff Side considered an initial draft of the revised National Recognition and Procedures Agreement (NRPA) framework (final name to be confirmed). The proposed structure maintains shared principles and protocols, while introducing separate appendices for Lecturing Staff (LS) and Professional Services Staff (PSS).

3.5.6. The staff side stressed the importance of ensuring that the PSS appendix is not diluted compared with the LS equivalent, particularly regarding dispute resolution. Management confirmed that any strengthened language developed for the LS appendix would also be reflected in the PSS version.

3.5.7. It was noted that the draft did not reference the GMB, as they were not involved in earlier discussions. GMB requested that they be included to allow full consideration of the proposals. A revised draft, reflecting these points and including GMB, will be prepared and circulated following completion of the relevant discussions.

4. **Risk**

Risk	Mitigations
Risk 7. Failure to achieve effective Industrial Relations (FGP)	Job Evaluation <ul style="list-style-type: none"> ➤ Adhere to Project Timeline Follow a clear, realistic timeline with defined milestones and regular progress reviews. <i>chatGPT said:</i> ➤ Staying Ahead: Rewriting and confirming job descriptions as part of our talent strategy, to capture baseline information on skills and competencies and enable alignment of roles to talent profiles. ➤ 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

	<p>HR Network, and funders to align expectations, clarify funding, and secure resources.</p> <ul style="list-style-type: none"> ➤ 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.
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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.
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
 04 November 2025

Finance and General Purposes Committee		
Agenda Item	7	
Paper Number	FGP1125-7.2	
Date of Meeting	13 November 2025	
Location	MS Teams	
Title of Paper	Disciplinary Policy	
Presented by	Heather Jones	
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: 5 minutes

1. Recommendation

- 1.1. The Finance and General Purposes Committee are asked to approve the Disciplinary Policy.

2. Executive Summary

- 2.1. This paper presents the National Disciplinary Policy and Model Procedure for approval. The policy establishes a consistent and fair framework for addressing issues of misconduct across all colleges, aligned with the National Joint Negotiating Committee (NJNC) principles.
- 2.2. The policy aims to:
 - Promote fairness, transparency, and consistency in handling disciplinary matters.
 - Support a culture of improvement, learning, and accountability.
 - Ensure compliance with employment law, the ACAS Code of Practice, and sector-wide expectations.
 - Provide clear procedural standards that all colleges can adopt as a minimum benchmark, supporting good industrial relations and safeguarding staff wellbeing.
- 2.3. The accompanying Model Procedure provides operational detail on how disciplinary cases should be managed, ensuring due process and equitable treatment of employees.
- 2.4. The policy has been developed through national partnership working, with representatives from College Employers Scotland and recognised trade unions. It has undergone full consultation and equality impact assessment to ensure fairness and compliance.
- 2.5. Approval is sought for adoption and implementation of this national policy and model procedure across the college.

3. Context

3.1 Background

- 3.1.1. The introduction of this National Disciplinary Policy and Model Procedure is part of the ongoing harmonisation of people policies across the college sector. The objective is to ensure a consistent approach to employment standards and processes across all colleges, strengthening trust and promoting fairness.
- 3.1.2. The policy provides a framework to:
 - Support managers and staff in addressing conduct issues constructively and fairly.
 - Promote early resolution of issues where possible through informal discussion.
 - Ensure disciplinary matters are dealt with in line with employment law and good practice.
 - Encourage improvement rather than punitive action, in line with our collegial values.
- 3.1.3. The model has been co-designed by the national working group, comprising management and staff side representatives, ensuring shared ownership and alignment with sector needs.

3.2 Job Evaluation

- 3.2.1. Link to the Broader People Strategy.

3.2.2. The Disciplinary Policy complements the wider People and Culture framework, including policies on performance, wellbeing, and inclusion. It underpins the integrity of the forthcoming Job Evaluation and Skills Framework, ensuring behaviour and performance expectations are managed consistently across roles.

3.2.3. It also supports our Fair Work commitments, reinforcing an college culture where staff feel respected, supported, and fairly treated.

4. Risk

Risk	Mitigations
Risk 7. Failure to achieve effective Industrial Relations (FGP)	➤ Policy developed in partnership with national trade unions and College Employers Scotland. Full consultation has taken place through NJNC mechanisms. Implementation guidance and manager training will further mitigate local risk.
Inconsistent application of disciplinary procedures across colleges	➤ Adoption of a national framework ensures consistency. HR teams will receive guidance and oversight mechanisms will be established.
Legal non-compliance or procedural errors	➤ Policy fully aligned with ACAS Code of Practice and current employment legislation. HR Business Partners will provide advice to managers throughout the process.
Perceived unfair treatment or lack of inclusion	➤ Equality Impact Assessment completed. Policy includes commitments to reasonable adjustments and non-discrimination throughout the disciplinary process.

5. Implications

Financial	NO	➤ No direct financial impact. Implementation will be managed within existing HR resources and training budgets.
Legal	YES	➤ Aligns with the ACAS Code of Practice and employment legislation, reducing risk of unfair dismissal claims or procedural breaches.
Learning and Teaching	NO	➤ No direct impact, though fair disciplinary practice supports staff morale and learning environment stability.

Equalities	YES	➤ Equality Impact Assessment undertaken. Reasonable adjustments and safeguards embedded to prevent discrimination and ensure equity.
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Heather Jones

Director of People & Culture

04 November 2025



**Dumfries and
Galloway College**
One step ahead

NATIONAL DISCIPLINARY POLICY AND MODEL PROCEDURE

For Support Staff and Lecturing Staff

Responsibility: Director of People & Culture

Issue Date: October 2025

Equality Impact Assessment: October 2025

Version: 1



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National Disciplinary Policy and Model Procedure

1. *Purpose*

This policy is designed to help and encourage all employees to achieve and maintain appropriate standards of behaviour and conduct for their, and their colleagues' safety and well-being. The policy provides a framework for dealing with potential misconduct with the focus on encouraging an employee whose conduct is unsatisfactory to improve.

The policy will be applied consistently and fairly to all employees, based on the circumstances of their case. Every case will be dealt with in a fair, transparent, reasonable, equitable and supportive way. This approach should allow employees to feel confident to have open and frank conversations with their manager if there is a concern, rather than fearing blame or repercussions. All disciplinary matters will be dealt in a sensitive and respectful manner, with the confidentiality of those involved maintained.

This policy should be read in conjunction with the model Disciplinary Procedure to fully understand the whole disciplinary process that provides a framework and minimum standards for the colleges to follow.

This policy was developed in partnership and agreement with the College Employers Scotland representatives and recognised trade unions. This policy and model procedure will be reviewed one year from launch date and thereafter every three years or earlier if required under legislative changes.

2. *Scope*

This policy applies to all employees.

In the event of an alleged disciplinary breach by a recognised trade union representative, formal disciplinary action will not be taken until the circumstances have been discussed with a full-time officer of the relevant union.

This policy does not apply where there is:

- An issue of competence or capability, this will be dealt with under the Performance Improvement Policy or equivalent.
- Ill health, this will be dealt with under the Sickness Absence policy or equivalent.

3. *References*

- Code of Conduct Policy
- Health & Safety Policy
- Data Protection Policy
- Safeguarding Policy
- Anti Bullying Procedure
- Capability Procedure
- Attendance Procedure
- Grievance Procedure

4. *Definitions*

ACAS	Advisory, Conciliation and Arbitration Services
HR	Human Resources
SPSO	Scottish Public Services Ombudsman

TUC	Trades Union Congress
Vivup	Employee Assistance Programme

5. *Responsibility*

5.1 All Employees will

- Ensure they are familiar with the standards of conduct expected by the college. This may include reviewing the following policies, or their equivalents. For example: Code of Conduct for Employees, Internet, Social Media, and Email Policies (to be reviewed at a local level).
- Consider seeking advice and support from their trade union representatives at any point of the disciplinary process.
- Treat any information shared with them as part of a disciplinary investigation or part of the disciplinary process as confidential, except for discussing matters with their companion or trade union.

5.2 Managers will

- Ensure that they and their staff are fully conversant with the disciplinary rules and procedures in place and can act in line with the procedures. Managers will make full use of the informal disciplinary stages, when possible, to prevent minor disciplinary problems from escalating unnecessarily.
- Always act promptly to deal with any misconduct on the part of employees. A failure to communicate to an employee that they do not meet the required standards may lead the employee to assume that their conduct is satisfactory.
- Ensure that they undertake appropriate training relevant to their role in the disciplinary process.
- Seek advice from Human Resources (HR) if they are unclear on a potential disciplinary issue.

5.3 HR Representatives will:

- Provide advice and support to managers and employees on the application of this Policy and on all stages of the disciplinary procedure.
- Provide advice and support to Nominated Officer on the processes and legal compliance on employment matters.
- Provide advice and support on consistency of application of the Policy and Procedure.
- Monitor formal disciplinary activity across the college.
- Inform the College Leadership/Management Team if there are areas of concern in relation to the application of this Policy and Procedure.

5.4 Trade Union Representatives / companion will:

- Provide advice and support to the employee throughout the disciplinary process.

6. Policy

6.1 Key Principles

The following key principles will be applied in each situation and will be reflected in college procedures and practices:

- Disciplinary cases must be dealt with promptly without unnecessary delay, sensitively and respect the privacy of those involved.
- Many potential disciplinary issues can be resolved informally with appropriate, suitable support, counselling, or another approach, such as further training, to resolve problems. Managers should seek to resolve misconduct issues at the lowest possible level, and consider informal action, when appropriate, to resolve issues.

Where an issue cannot be resolved informally, or it is not appropriate to do so, the disciplinary procedure must be followed. An employee will be:

- Informed in writing, that they are the subject of a

disciplinary investigation and advised of the disciplinary allegation(s).

- Provided with a copy and/or link to this policy and to the procedure that will be applied.
- Provided details of any Employee Assistance or counselling services available, as well as reviewing and considering the wellbeing of the employee throughout the process.
- Given information on the next steps and indicative timescales for investigation to be completed.

An investigation will be undertaken by an Investigating Officer who will be objective and impartial, to establish the facts relating to the disciplinary allegation(s).

Following conclusion of the investigation, an appointed Nominated Officer will consider the investigation report and decide if a formal disciplinary hearing is required or no case to answer. In any event mutually agreed additional support may be required.

An employee will be informed in writing of the disciplinary allegation(s) against them, along with a copy of the investigation (including statements and any other material information considered) in advance of the hearing.

Employees have the right to be accompanied by: (1) an accredited representative of a trade union; (2) a work colleague; or (3) an official employed by a trade union. All the above will be referred to in the policy and accompanying procedure as the 'companion'.

At the disciplinary hearing, the disciplinary allegations will be outlined (in the invite to the disciplinary hearing). The investigation will be presented, and the employee will be provided with the opportunity to state their case and respond to the investigation before a final decision is made.

Employees will not normally be dismissed for a first offence except in cases of gross misconduct/negligence.

Employees will have the right of appeal against any formal disciplinary action. Information relating to disciplinaries will be destroyed in line with colleges data retention schedule, subject to related legal requirements.

When an employee raises a grievance during a disciplinary process, the disciplinary process may be suspended to allow the grievance to be heard. Where the grievance and disciplinary cases are related, it may be appropriate to deal with both issues concurrently. Each case will be considered on its own merits.

The college will ensure managers have the appropriate training to undertake the roles described in this policy.

6.2 Reasonable Adjustments

Colleges will ensure throughout the disciplinary that they do not discriminate against anyone because of a protected characteristic. For example, adapting procedures to accommodate if required or making reasonable adjustments to procedures to ensure that they do not put anyone with a protected characteristic at a substantial disadvantage. This might mean someone else attending the disciplinary process meetings in addition to the companion (see section 3). For example, a British Sign Language signer, a translator or a support worker or someone with knowledge of the employee's specific needs.

6.3 Further Sources of Information

6.3.1 All employees can access counselling if needed via Employee Assistance Programme, Vivup. www.vivup.co.uk. This is available 24/7 for your convenience. Please contact us if you wish to find out more about this.

6.3.2 Further information can be found here:

- [Acas Code of Practice on disciplinary and grievance procedures | Acas](#)
- [Dealing with problems at work | TUC](#)
- [The Model Complaints Handling Procedures | SPSO](#)

6.4 Procedure

6.4.1 Informal Disciplinary Action (Outside the Formal Procedure)

Consideration should be given if the matter can be addressed through informal discussion.

When dealing with a matter informally, the line manager will discuss the matter with the employee and advise them that the course of action is outwith the formal Disciplinary Procedure.

6.4.2 Precautionary Suspension

There may be occasions when it is considered inappropriate for an employee to be at work, due to the nature and seriousness of the alleged misconduct.

Suspension does not mean someone has done something wrong and should not be used to discipline employees.

Guidance should be obtained from Human Resources (HR), prior to an employee being precautionarily suspended or removed from the workplace. Precautionary suspension will always be on full pay inclusive of any regular allowances and/or contractual payments and will be in line with any agreed college procedure.

Precautionary suspension must always be for as short a period as possible, and the employee will be notified in writing if there are any proposed extensions.

Further information about suspension is [here](#).

6.4.3 Grievance Raised During Disciplinary Proceedings

When an employee raises a grievance during a disciplinary process the disciplinary process may be suspended to allow the grievance to be heard. Where the grievance and disciplinary cases are related, it may be appropriate to deal with both issues concurrently. Each case will always be considered on its own merits.

6.4.4 Roles and Responsibilities

The Investigating and Nominated Officers will be fair and objective, independent to the case and available to carry out their role promptly. They will be selected from a list of trained officers.

Investigating Officer	Nominated Officer	Human Resources
<p>To investigate the allegation(s) and establish the facts.</p>	<p>To review the outcome of the disciplinary investigation and be responsible for:</p> <p>Deciding if a case is to proceed to a disciplinary hearing.</p> <p>Hearing the case and ensuring the employee has a fair opportunity to present their case.</p> <p>Deciding on disciplinary action, based on all evidence presented and appropriate level of sanction and/or other supports.</p> <p>Communicating the decision to the employee, including their rationale for their decision.</p>	<p>HR will be involved in the appointment of the Officers within the procedure.</p> <p>The role of the HR representative is to provide advice, guidance, and support to managers and employees on the application of this Policy and at all stages of the disciplinary procedure.</p>

	Explaining the decision at any subsequent appeal.	
Companion		
The role of the companion is to support the employee during the disciplinary process. The employee must be given the right to reply directly to questions and points raised at the disciplinary hearing.		

6.4.5 Disciplinary Investigation

A disciplinary investigation will take place following the decision that alleged misconduct requires to be investigated. The employee will be notified, in writing, that they are the subject of a disciplinary investigation and advised of the allegations of the alleged misconduct along with the possible outcome.

The purpose of carrying out an investigation is to gather all relevant facts relating to the allegation(s), in an objective, prompt and impartial manner. Conducting an objective and thorough investigation ensures that the employee is given an opportunity to explain the circumstances and provide any mitigating factors and that all relevant facts are considered.

6.4.5.1 Establishing Information

If there is any doubt in the information, the Investigating Officer will try to seek corroborating information from other sources. If no information is available, the Investigating Officer will highlight this in their report.

The Investigating Officer will interview witnesses able to provide information on the allegation(s) being investigated.

6.4.5.2 Investigating Officers Report

The Investigating Officer will produce a report detailing the findings and give an indication to the employee when this will be completed. If timescales change the employee will be updated.

The Nominated Officer will review the Investigating Officer's report. They will decide if there is sufficient evidence to proceed to a disciplinary hearing, or if other alternative action needs to be taken.

In some cases, there may be insufficient information to proceed to a disciplinary hearing or allegations may be unfounded. If this is the case, the disciplinary investigation will be destroyed unless the case involves a young person or vulnerable adult.

The employee must be informed in writing of any decision.

6.4.6 Disciplinary Hearing

Where a disciplinary hearing is required, the employee will be provided with a minimum of five working days' notice in writing. The written notification will include copies of the investigation report together with any other evidence to be referred to in the hearing.

The purpose of the hearing is to establish the facts, take account of the findings of the investigation and hear the case presented. The hearing will normally be held in person. In certain circumstances, consideration will be given to holding the hearing in an alternative format.

If the employee or companion is unable to attend the disciplinary hearing, they confirm this so the hearing can be rescheduled.

6.4.7 Non-Attendance of a Disciplinary or Appeal Hearing

6.4.7.1 Due to ill health

Where an employee is unfit to attend the hearing, the absence will be managed in line with the college's Absence/Attendance Management Policy.

6.4.7.2 Failure to attend

Where an employee fails to attend the hearing without a reasonable explanation, then the college will offer a further date for the hearing.

If an employee is repeatedly unable or unwilling to attend a disciplinary meeting without a reasonable explanation, the hearing will be held in the employee's absence and the college will decide on the evidence available.

6.4.8 Conducting a Disciplinary Hearing

At the hearing, the Nominated Officer will:

- a) Make introductions and explain roles.
- b) Explain the purpose and format of the hearing.
- c) Outline the allegation(s) and potential disciplinary action.
- d) Confirm with the employee that they understand the process and are satisfied with the arrangements.

The Investigating Officer will be available to attend a disciplinary hearing if required and requested in advance by either party to provide clarification.

Each witness may be called (if required) and potentially be questioned by the Nominated Officer or the employee. The employee/companion will set out their case in response to the allegation(s) and respond to any questions from the Nominated Officer. The employee will be requested to sum up their case.

6.4.8.1 Reaching a Decision

When the Nominated Officer is reaching their decision, they must consider the nature of the misconduct, any live disciplinary record, and any mitigation provided by the employee and be consistent with action taken in similar cases. They should seek guidance from the HR representative.

6.4.8.2 Communicating the Decision

The decision may be given verbally at the hearing, following an adjournment but must always be confirmed in writing to the employee

within five working days of the hearing. If the employee was represented, a copy of the letter must be issued to their companion.

6.4.9 Disciplinary Hearing Outcomes

The outcomes following a hearing can be no action, written warning, final written warning, action short of dismissal and dismissal.

6.4.9.1 No Action

At the disciplinary hearing, the Nominated Officer will decide whether disciplinary action is required or if suitable support, counselling, or another approach, such as further training, will be more appropriate.

A manager will take note of the meeting, which will be shared with the employee.

6.4.9.2 Written Warning

A first/minor offence may be given a written warning, which should be held on the employee's HR file for a period of six months for disciplinary purposes and will then be removed, along with any paperwork.

A written warning will be held on the employee's HR file for a period of six months for disciplinary purposes.

6.4.9.3 Final Written Warning

A final written warning may be given where:

- a) An employee who has been issued with a first written warning fails to achieve or maintain the required levels of behaviour and/or conduct, or there is a further act of misconduct.
- b) The misconduct or behaviour is considered sufficiently serious, and the action needs to reflect the situation.

A final written warning will be held on the employee's HR file for a period of 12 months for disciplinary purposes.

6.4.9.4 Action Short of Dismissal

This can be used as an alternative to dismissal and kept on an employee's HR file for up to a further period of 12 months.

Action short of dismissal may be given where:

- a) An employee who has been issued with a final written warning fails to achieve or maintain the required levels of behaviour and/or conduct, or there is a further act of misconduct.
- b) The misconduct or behaviour is considered sufficiently serious, and the action needs to reflect the situation.

6.4.9.5 Dismissal

Employees will not normally be dismissed for a first offence except in cases of gross misconduct or where the behaviour is of such a nature that the college is unable to tolerate their continued employment.

6.4.10 Retaining A Record

Where there is an allegation or disciplinary action is taken involving a vulnerable adult or child being put at risk or abused, the disciplinary investigation and related information will be retained in line with legislation.

6.4.11 Appeals

Where an employee feels the disciplinary action taken against them is wrong or unjust, the employee has the right to appeal. They must submit an appeal in writing within 10 working days of receipt of the decision.

The appeal hearing will not normally be a full re-hearing of the case unless there has been a procedural error. The outcome of the appeal hearing will confirm, amend, or withdraw the disciplinary action.

The Appeal Manager will inform the employee in writing of their final decision within five working days of the appeal hearing.

The decision of the Appeal Manager is final, and there is no further right of appeal. Further information about appeals can be found [here](#).

6.4.12 External Referrals

If, at the end of this procedure, a decision has been made to:

- a) Take disciplinary action resulting in the dismissal of an employee.
- b) Take action short of dismissal involves an employee being permanently moved from a regulated role and/or working with children or protected adults.

Or, an employee has left the college's employment, and it was likely that they would have been dismissed. It is essential that consideration is given to the following.

6.4.12.1 Disclosure Scotland

The college has a legal duty to refer any decisions described above relating to the harmful behaviour of any employee to Disclosure Scotland even if it takes place outside of work or after the employee has left employment. This referral must be made within three months of the decision.

Harmful behaviour is defined by Disclosure Scotland [here](#).

The matter should be referred to the Lead Signatory and HR for the college, who may make the referral to Disclosure Scotland.

6.4.12.2 Regulatory Bodies

A decision to refer decisions described at 11. must be considered to ensure the college fulfils its responsibilities to the appropriate regulatory body.

The Nominated Officer will liaise with HR and a referral may be made to the regulatory body. The main regulatory bodies are:

- a) Scottish Social Services Council [here](#).
- b) General Teaching Council for Scotland [here](#).
- c) Nursing and Midwifery Council [here](#).

7. *Distribution*

Repository
All Staff

8. *Revision Log*

Revision Log		
Date	Section	Description
June 2025	Whole document	New Policy/Procedure

THIS FORM TO BE UPDATED WHENEVER THERE IS A CHANGE IN ANY SYSTEM DOCUMENT				
Document Name	Document Owner	Revision Number	Date of Issue	Date of withdraw
National Disciplinary Policy and Model Procedure	Human Resources Department	1	June 2025	

Appendix 1 – Equality Impact Assessment

Document:	National Disciplinary Policy and Model Procedure for Support Staff and Lecturing Staff
Executive Summary:	<p>This is a disciplinary policy to be used as the minimum standard for all National Joint Negotiating Committee (NJNC) colleges. There is also a model procedure which NJNC colleges can use, however, colleges can choose to continue to use their own procedure if they wish, providing it meets the minimum standard set out in the model procedure.</p> <p>The policy and procedure provide a framework for dealing with potential misconduct, with the focus to encourage an employee whose conduct is unsatisfactory to improve.</p> <p>A disciplinary policy and procedure are required as employers are legally obliged to have disciplinary procedures in place. It is the employer’s responsibility to set and maintain standards of behaviour within the organisation and to put in place disciplinary rules and procedures to address instances of misconduct.</p> <p>Further, an effective disciplinary policy and procedure is key to good employment relations and to ensure that individuals are treated fairly and consistently in cases where standards of conduct and behaviour fall below an acceptable level.</p> <p>The policy and accompanying procedure comply with the Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice on Disciplinary and Grievance Procedures and meet all current relevant legislation.</p>

Duties:

1: Eliminate discrimination, harassment and victimisation

2: Promote equality of opportunity

3: Promote good relations

* Human Rights to privacy and family life, freedom of thought and conscience, education, employment

PSED Impacts

	Commentary
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Age	No known negative impact. We have not identified any evidence that the policy or procedure could disproportionately impact a person on the grounds of this Protected Characteristic.
Disability	<p>Potentially negative. It is possible that an employee's disability could impact on their behaviour at work and result in them facing disciplinary allegations.</p> <p>For example, the appendix of the procedure provides examples of behaviour viewed as misconduct/gross misconduct. The list is not exhaustive but could be taken subjectively. This may cause misunderstanding for example for a person with a neurodiverse disability considers to be obscene, offensive, or reasonable.</p> <p>Articles such as this in Personnel Today highlight employment tribunal cases where employers were shown not to have fully understood the nature of a person's disability before launching disciplinary proceedings that may lead to dismissal. It is possible that an employee's disability could impact on their behaviour at work and result in them facing disciplinary allegations.</p> <p>For example, the appendix of the procedure provides examples of behaviour viewed as misconduct/gross misconduct. The list is not exhaustive but could be taken subjectively. This may cause misunderstanding for example for a person with a neurodiverse disability considers to be obscene, offensive, or reasonable.</p> <p>Articles such as this in Personnel Today highlight employment tribunal cases where employers were shown not to have fully understood the nature of a person's disability before launching disciplinary proceedings that may lead to dismissal.</p>
Gender	No known negative impact*. We have not identified any evidence that the policy or procedure could disproportionately impact a person on the grounds of this Protected Characteristic. Whilst no specific potential negative impact has been identified here, it is recommended that ongoing and relevant Equality, Diversity and Inclusion training is provided for all managers to ensure that they are aware of their role and responsibilities under the Equality Act 2010 when dealing with disciplinary matters. This will also assist managers in identifying

	in identifying any mitigating factors arising from this protected characteristic which should be taken into account throughout the disciplinary process.
Gender Based Violence	
Gender identity/ reassignment	
Marriage/civil partnership	
Pregnancy/maternity	
Religion or Belief	
Race	
Sexual Orientation	No known negative impact*. We have not identified any evidence that the policy or procedure could disproportionately impact a person on the grounds of this protected Characteristic. Whilst no specific potential negative impact has been identified here, it is recommended that ongoing and relevant Equality, Diversity and Inclusion training is provided for all managers to ensure that they are aware of their role and responsibilities under the Equality Act 2010 when dealing with disciplinary matters. This will also assist managers in identifying any mitigating factors arising from this protected characteristic which should be taken into account throughout the disciplinary process.
* Overall recommendation that equality data is collected from all those undergoing the disciplinary procedure within each college and that this data is analysed on a regular basis to highlight any negative impacts this policy and procedure may have on protected characteristic groups.	

Additional Considerations

Carers	No known negative Impact*. We have not identified any evidence that the policy could disproportionally impact a person on the grounds of caring responsibilities. Whilst no specific potential negative impact has been identified here, it is recommended that ongoing and relevant Equality, Diversity and Inclusion training is provided for all managers to
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	ensure that they are aware of their role and responsibilities under the Equality Act 2010 when dealing with disciplinary matters. This will also assist managers in identifying in identifying any mitigating factors arising from this protected characteristic which should be taken into account throughout the disciplinary process.
Care experienced	
Mental Health	
Socio-economic status	
Veterans	
Human Rights*	

Lead Officer:	Director of People and Culture		
Facilitator:	Director of People and Culture		
Consultation and Research:	<p>The development of this policy and procedure originated from the objectives and direction of the NJNC for colleges. A national policy working group subsequently formed a subgroup to progress the development of this policy and procedure.</p> <p>The subgroup has equal representation from management and staff side with secretariat support and input provided by College Employers Scotland. The subgroup has met a number of times from January 2022 to November 2024 to develop the policy, procedure and all related documents collaboratively.</p> <p>Evidence of all national working group meeting minutes, actions and consultation undertaken are available from College Employers Scotland.</p>		
Date initiated:	October 2025		
Signature	H. Jones	Date	October 2025

Appendix 2 – Disciplinary Code

Misconduct

The following list is neither exhaustive nor exclusive but is indicative of the types of misconduct which will normally result in disciplinary action being taken, short of dismissal in the first instance:

- Damage, unauthorised and/or misuse of college property.
- Inappropriate use of the college's IT systems.
- Minor breaches of the college's policies and procedures.
- Unauthorised use of the college's computer systems.
- Health and safety.
- Minor breaches of Health and Safety.
- Breach of confidentiality.
- Unauthorised disclosure of personal information or confidential college information, which breaches the college policies and/or data protection legislation.
- Unauthorised contact with the media.

Other forms of misconduct

- Minor breaches of college policies or procedures.
- Persistent poor time keeping.
- Unauthorised absence from work.
- Abusive or threatening behaviour or offensive language towards any person whilst engaged on college business.
- Refusal to follow reasonable management instructions or carry out contractual obligations.
- Carelessness or negligence in carrying out the duties and responsibilities of the post.
- Being incapable of carrying out the duties of the post due to intake of alcohol or unprescribed use of drugs.
- Smoking in no-smoking areas.

Gross Misconduct

This list is not exhaustive.

- Theft, Fraud and Misrepresentation.
- Theft or unauthorised possession of property or facilities

belonging to the college or someone else.

- Dishonest or fraudulent acts. For example – college records, registers, timetables, reports, accounts, expenses claims or self-certification forms.
- Failing to follow the college financial management policies and/or procedures.
- Deliberate breach of confidentiality.
- Abuse of the role within the college.
- Bribery, fraud and/or corruption.
- Providing false or misleading information or non-disclosure of information, either during the recruitment process or in subsequent employment, which effects the contract of employment.
- Unauthorised/Improper Use of college property and equipment/systems.
- Deliberate and serious damage to property.
- Deliberately accessing internet sites containing pornographic, offensive or obscene material.
- Use the college's internet or email systems for conducting a private or commercial business.
- Intentionally access or transmit information that distributes a computer virus.
- Health and Safety.
- Deliberate breach of Health and Safety.
- Gross Carelessness/Negligence.
- Equality and Fair Treatment.
- Bullying or harassment, sexual harassment and/or victimisation.
- Acts of direct or indirect discrimination on the grounds of protected characteristics or trade union membership.

Other forms of Gross Misconduct

- Violent, threatening, or dangerous behaviour.
- Bringing the college into disrepute.
- Being incapable of carrying out the duties of the role due to intake of alcohol or substance misuse.
- Criminal conviction/civil liability or other unacceptable conduct which renders the employee unsuitable to carry out the duties and responsibilities of the role.
- Refusal to follow reasonable management instruction to carry out follow reasonable management instruction to carry out contractual duties.

Finance and General Purposes Committee		
Agenda Item	7	
Paper Number	FGP1125-7.3	
Date of Meeting	13 November 2025	
Location	MS Teams	
Title of Paper	HR Enhancement Plan 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. The 2025/2026 People & Culture Enhancement Plan is aligned to Mission 2030 and focused on creating a high-performing, inclusive, and future-ready workforce. Built around four strategic pillars—Equality, Diversity & Inclusion; Fair Work & Engagement; Employee Journey; and Digital Transformation—this plan supports a positive employee experience, strengthens leadership capability, embeds fairness, and modernises systems to drive efficiency and compliance.
- 2.2. We have developed a new People & Culture structure and defined key roles to support our shift from a traditional HR model to a more strategic, people-focused function. As part of this evolution, Payroll (21 hours/3 days per week) is planned to move into a dedicated payroll function within Finance, enabling the P&C team to focus on driving the KPIs that align with Mission 2030. Alongside this, we are building leadership capability by upskilling line managers, identifying high-potential employees, and progressing initiatives that will support delivery of our broader talent strategy.
- 2.3. Key priorities include advancing our EDI commitments, conducting Fair Work assessments, improving employee lifecycle processes, and optimising the use of People First. Continued implementation of additional modules and increased automation will enable faster, more accurate reporting and strengthen data-driven decision-making.
- 2.4. This plan positions People & Culture as a proactive strategic partner—enhancing leadership capability, supporting workforce resilience, and fostering a culture of continuous improvement. By aligning our people strategy with Mission 2030, we strengthen our ability to attract, retain, and develop the talent required for long-term organisational success.

3. Context

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

3.1.1. EDI, engagement & wellbeing

We are progressing activity under two key themes identified within the National Quality Outcomes Report, working collaboratively with the EDI Local Working Group and CDN:

- Belonging & Feeling Safe
- Gender-Based Violence

3.1.2. We have now strengthened collaboration across the college by linking with DGC Cares and Active Campus. Together, we are coordinating communications and activities to support student and staff wellbeing and inclusion. A community page has been created within People First for staff to join, access information, and share updates.

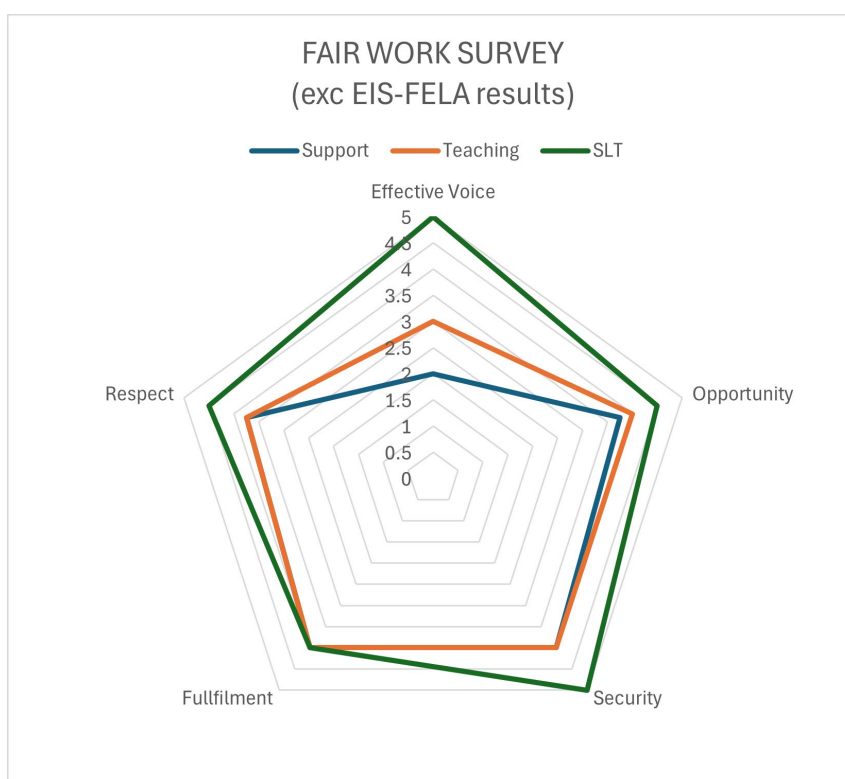
3.1.3. Further engagement is underway with the wider local EDI network to plan and coordinate activities for the remainder of the academic year.

3.2. Fair work

3.2.1. A paper was presented to SLT on the launch of the Fair Work Self-Assessment Tools for both employers and workers, as provided by Enterprise Scotland. These tools support assessment across the five Fair Work dimensions and help identify any gaps between management perception and workforce experience.

3.2.2. We have now completed the surveys:

- **Support staff:** 44 responses (43% response rate)
- **Teaching staff (excl. EIS-FELA members):** 25 responses (percentage unknown due to no confirmed number of non-EIS-FELA staff)
- **Employer survey:** Completed with SLT



3.2.3. The next step is to gain EIS-FELA data through the upcoming LJNC meeting. Once received, all data will be combined to provide a full picture of alignment and any areas of disconnect.

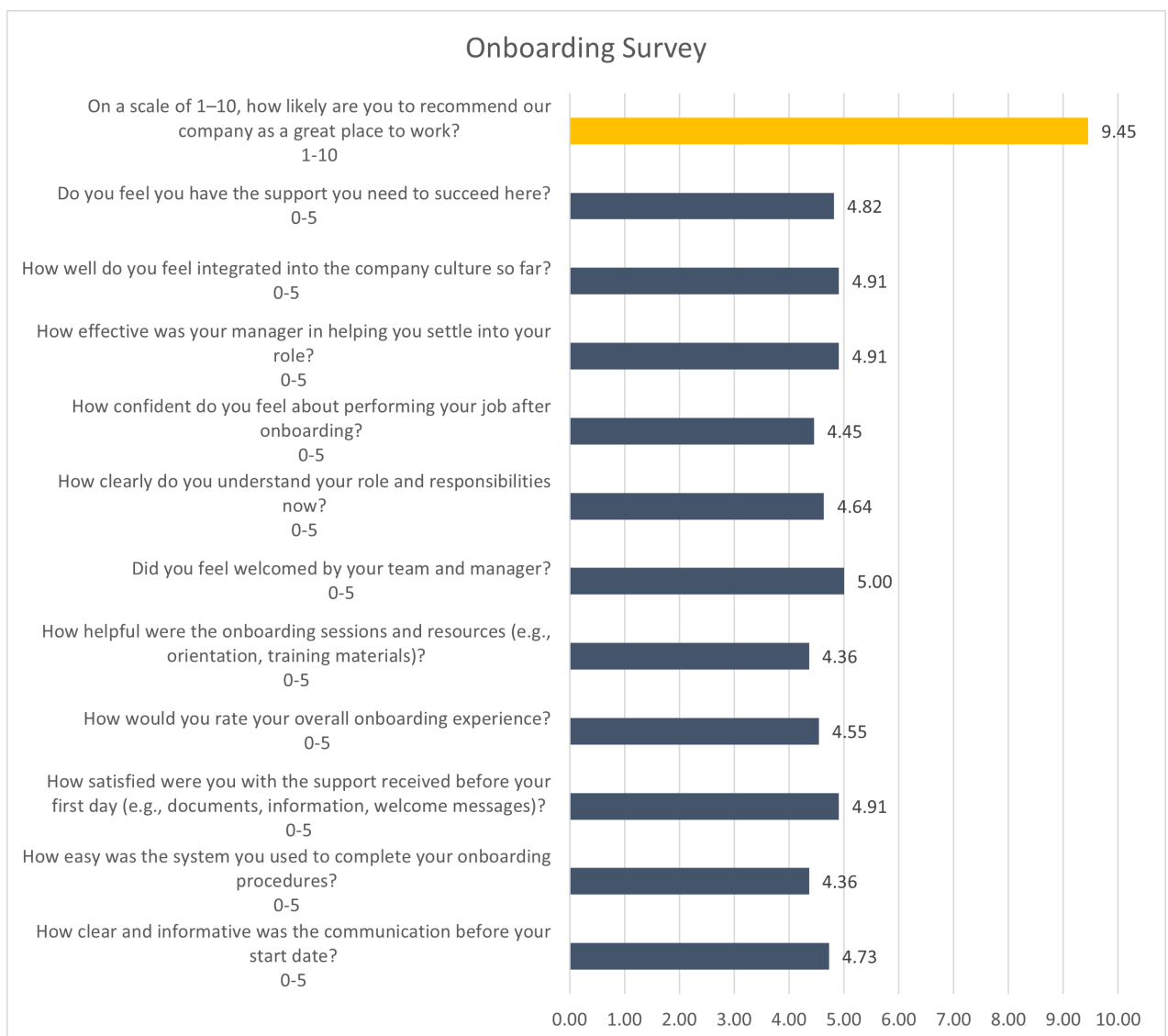
3.2.4. The combined survey findings will:

- Provide insight into alignment or misalignment between management and workforce perspectives.
- Inform targeted action planning to address identified gaps and strengthen our Fair Work commitments.
- Support ongoing employee engagement and trust-building initiatives.

3.2.5. This work aligns with commitments under NJNC discussions and supports the national priority on Fair Work. Following analysis, we will use the results to develop an improvement plan and ensure consistency across the organisation.

3.3. Employee Experience

- 3.3.1. The People & Culture team remains committed to designing and delivering an exceptional employee journey that supports every stage of the lifecycle—from attraction and onboarding through development, retention, and transition. Our goal is to create a consistent, engaging, and meaningful experience that enhances performance, wellbeing, and long-term success across the college.
- 3.3.2. As part of this work, we continue to identify opportunities to enhance, improve, and digitalise key touchpoints. Significant progress has been made in recruitment and onboarding through optimisation of the People First system. To measure impact, we conducted a survey of new joiners within the last three months. The results are encouraging, showing a notable positive shift in experience. Although we lack historical data for comparison, feedback—both formal and informal—from those who joined prior to these improvements indicates clear progress.
- 3.3.3. There is still further work to do to enhance other stages of the employee journey, but we remain focused on continuous improvement to ensure an exceptional and consistent employee experience.



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, streamlining core processes, and integrating data-driven solutions, we are creating a seamless approach that strengthens compliance, supports strategic decision-making, and frees capacity for value-adding work. These initiatives ensure People & Culture operates as a modern, agile function aligned with Mission 2030.
- 3.4.2. We have continued to refine and enhance People First, including the creation of custom cards to support people management in a more transparent and accessible way. This work supports line managers with easier navigation and clearer guidance across core processes.
- 3.4.3. The new help desk implementation is underway and will replace the current HR email address. This change will enable measurable improvements in response times and more timely task allocation, enhancing efficiency and transparency in customer interactions.

3.5. Additional Activity

- New KPIs have been created and aligned to the strategic pillars and Mission 2030.*
- Realigned the People & Culture Team job descriptions and now being independently scores through ECC/FEDRA. All structure changes will be in place by Jan 1 2026.
- Following publication of new procedures, we will deliver comprehensive training for all line managers to support implementation and build confidence. This includes “how-to” guidance across core people-management activities, supplemented by additional development sessions to enhance the line manager toolkit.

Manager Tool Kit		
Programme Title	Main Objectives	Training Type (drop down)
Managing People 1 - The right way...	1. Develop a clear understanding of performance management principles. 2. Recognise and appropriately address misconduct issues. 3. Manage staff absence effectively and fairly.	Core Training
Managing People 2 - The right way...	1. Conduct thorough and compliant workplace investigations. 2. Apply fair and consistent disciplinary procedures. 3. Strengthen confidence in handling sensitive employee relations matters.	Core Training
Managing People 3 - The right way...	1. Lead effective performance management conversations. 2. Identify and nurture employee potential. 3. Address and support underperformance constructively.	Core Training

4. Risk

Risk	Mitigations
Risk 7. Failure to achieve effective Industrial Relations (FGP)	<ul style="list-style-type: none"> ➤ • Ongoing engagement with LJNC, NJNC and Trade Unions

5. Implications

Financial	YES	<ul style="list-style-type: none"> ➤ Minor financial impact expected relating to system improvements, payroll transition, external evaluation and training activity.
Legal	YES	<ul style="list-style-type: none"> ➤ Alignment to Fair Work, job evaluation, and compliance with national frameworks supports legal compliance; risk mitigated through structured processes.
Learning and Teaching	NO	<ul style="list-style-type: none"> ➤ No direct impact; indirect positive influence expected through enhanced employee experience, culture, and leadership capability.
Equalities	YES	<ul style="list-style-type: none"> ➤ Strong EDI focus supports compliance with Public Sector Equality Duty; positive impact expected through engagement, data analysis, and inclusive practice.

Heather Jones

Director of People & Culture

01 November 2025

Finance and General Purposes Committee		
Agenda Item	8	
Paper Number	FGP1125-8.1	
Date of Meeting	13 November 2025	
Location	MS Teams	
Title of Paper	Staff Development Update	
Presented by	Phil Storrier	
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 Professional Learning Culture Strengthened

2.1.1 Significant progress in embedding a culture of continuous improvement aligned to Mission 2030 through themed Staff Development Days and bite-size CPD sessions.

2.2 Observation of Learning on Track

2.2.1 100% participation expected by December 2025, with refinements planned for January 2026 to enhance reflective practice and staff confidence.

2.3 Leadership Development Launched

2.3.1 Reaching Further: FE initiative to commence in November 2025, providing a structured pathway for aspiring leaders through mentoring, strategic projects, and external engagement.

2.4 PRD and GTCS Compliance Maintained

2.4.1 PRD participation remains high (90%+), and successful GTCS Revalidation confirms robust systems for professional learning and teacher registration.

2.5 Digital and Pedagogical Innovation Growing

2.5.1 Increased engagement with Teaching HOW2s and other programmes is building a base of evidence-informed practice and staff identifying demand to develop online pedagogy.

3. Context

3.1 Staff Development Days

- **Themed CPD:** Two full-day development events launched a structured, themed approach to professional learning aligned with Mission 2030 priorities. External expert from University of Aberdeen and college staff delivered a range of workshops focussed on inclusive pedagogy.
- **Inclusive Pedagogy Focus:** February development day will spotlight inclusive and accessible teaching practices, showcasing innovation across the College developed this year.

3.1 Development Priorities

3.2.1 Following evaluation of activity, PRD analysis and strategic priorities five core development themes have been identified for 25/26:

- Curriculum Development / Inclusive Pedagogy
- Quality Assurance
- Digital Skills and Pedagogy
- Wellbeing, Health & Safety
- Safeguarding

3.2.2 These will be supported through a range of formal and informal mechanisms. Initial bite-size sessions achieving strong engagement, with 65 lecturing staff in attendance. Ongoing sessions will continue to build cross-college collaboration and reflective dialogue.

3.2.3 A full year plan has been developed under these themes and progress is being monitored this year.

3.3 Learning and Teaching Enhancement

3.3.1 We remain on track to achieve 100% participation in the Observation of Learning process for all lecturing staff by December 2025.

3.3.2 A Short-Life Working Group was established to review feedback from the 2024/25 cycle, particularly from staff who expressed reservations about certain elements of the process. As a result, a series of refinements will be introduced from January 2026.

3.3.3 To further strengthen reflective practice, training on Critical Reflective Professional Discussions has been arranged in partnership with CDN and will take place in January.

3.3.4 Engagement with the Teaching HOW2s platform continues to grow, with an increasing number of staff embedding evidence-informed strategies into their daily practice.

3.3.5 Some identified staff are attending national and international online *Teacher Events*, which provide opportunities to share ideas and learn from practitioners beyond Scotland.

3.3.6 3 staff members have embarked on their Teaching Qualification in Further Education this year while 3 staff are completing Masters' Level qualifications in Education & Leadership and Pedagogy.

3.4 Reaching Further: Leadership Development Programme

3.4.1 Leadership programme initiative designed to identify and support aspiring leaders for the next stage of their professional journey.

3.4.2 Participants will engage in a range of development activities including:

- Shadowing and external visits; Strategic projects aligned with departmental priorities; Mentoring from senior leaders; Leadership Exchange delivered by internal and external experts; Peer collaboration and reflective practice.

3.4.3 The programme represents a strategic investment in staff potential and succession planning, supporting leadership sustainability across the College.

3.5 Professional Review and Development (PRD)

3.5.1 The PRD submission window closes on 31 October 2025. Participation in 24/25 reached 96%, reflecting the success of the revised PRD model aligned to GTCS standards.

3.5.2 Early indications suggest that participation rates will again remain within the 90% range.

3.5.3 Continued emphasis is being placed on professional dialogue, evidence of impact, and clear linkage between PRD objectives and College priorities.

3.6 Mandatory Training

3.6.1 Current compliance with mandatory training requirements shows significant variation across modules. Cyber Security training, due in October, achieved an 84% completion

rate, indicating strong engagement and awareness of digital safety responsibilities. In contrast, Complaints Handling training, scheduled for September, stands at only 19%. Health and Safety at Work was issued for new starts and 100% completion for those staff. Analysis suggests completion is stronger with modules linked through SmartLog likely due to systems tracking and automated reminders. There is scope to look at developing additional in-house modules into SmartLog.

3.7 GTCS Revalidation and Professional Update

3.7.1 The College successfully completed the **GTCS Revalidation** process in 2025, with only minor amendments required. The College was commended for its robust systems supporting professional learning, PRD, and teacher registration.

3.7.2 As several staff approach their **Professional Update (PU)** sign-off year, dedicated PU sessions are being delivered to ensure clarity around requirements, evidence, and reflection processes. This ensures ongoing compliance with GTCS expectations and reinforces our shared commitment to professional growth

4. Strategic Implications

4.1 Embedding a professional learning culture strengthens alignment with Mission 2030 and supports continuous improvement impacting the student experience.

4.2 Launch of Reaching Further: Leadership Development builds succession planning and leadership sustainability for now and in future.

4.3 High PRD engagement and GTCS compliance reinforce regulatory assurance and professional standards while re validation provides assurance on quality.

4.4 Growth in digital and pedagogical innovation positions the College for future-ready teaching and learning.

4.5 Mandatory training compliance gaps (e.g., Complaints Handling) highlight need for improved tracking and integration.

5. Risk

Risk	Mitigations
Risk 3. Failure to achieve institutional sustainability (FGP)	<ul style="list-style-type: none"> ➤ Approval routes and budgetary control ➤ Internal and external audit ➤ GTCS Validation
Risk 10. Failure to achieve an effective student experience	<ul style="list-style-type: none"> ➤ Self-evaluation ➤ Student Engagement ➤ Observation of Learning ➤ GTCS Registration and validation
Risk 12. Health and Safety	<ul style="list-style-type: none"> ➤ Health and Safety and IOSH training for staff ➤ Smart Log system

6. Implications

Financial	YES	Staff development initiatives represent a strategic investment in workforce capability and leadership succession, supporting long-term institutional sustainability. Despite fiscal climate we continue to invest budget for individual and collective development.
Legal	YES	Compliance with GTCS standards and mandatory training requirements ensures adherence to statutory obligations and sector regulations.
Learning and Teaching	YES	Observation of Learning, inclusive pedagogy focus, and digital innovation directly enhance teaching quality and student experience.
Equalities	YES	The emphasis on inclusive pedagogy and accessible practices reinforces the College's commitment to equality, diversity, and widening participation.

Phil Storrier

Vice Principal Curriculum & Student Experience

04 November 2025