

Remuneration Committee

Monday 17 November 2025 (1600-1800)
Virtually by Teams

Agenda

Time	Item	Lead	Paper
	1. Welcome and Apologies <ul style="list-style-type: none"> Declaration of Interests and Connections 	SH	Verbal
For Approval			
	2. Minutes of Previous Meetings and Matters Arising <ul style="list-style-type: none"> Minutes 2 June 2025 Action Log 	SH LG	Paper 2.1 Paper 2.2
	3. Senior Staff Remuneration Policy	DD	Paper 3.1
	4. Directors Salary Scale	DD	Paper 4.1
	5. Benchmarking	DD	Paper 5.1
For Information only			
	6. AOCB	SH	Verbal
	7. Date of next meeting <ul style="list-style-type: none"> Tuesday 12 May 2026 	SH	Verbal

REMUNERATION COMMITTEE MEETING

MINUTE OF MEETING HELD ON 17 NOVEMBER 2025 AT 16:00 - VIA TEAMS

Present:		
Sharon Hodgson (SH)- Chair	George Clark (GC)	Jamie Ross (JR)
Caroline Stuart (CS)	Alastair Irons	
In attendance:		
Lorraine Grierson (LG) – Governance Professional	Douglas Dickson(DD) – Principal	Heather Jones (HJ) – Director of People and Culture
Apologies:		
Ann Hill (AH)		

1. Welcome and Apologies for Absence | Verbal | Acting Chair S Hodgson

- 1.1 The Acting Chair welcomed everyone to the meeting particularly GC and AI who were attending for the first time. Apologies were noted from A Hill, and the meeting was recorded as quorate.
- 1.2 The Acting Chair thanked S Irving for her dedicated commitment as Vice Chair of the Board and Chair of Remuneration Committee and wished her well in her new role as Chair of Glasgow Clyde College.
- 1.3 Declaration of Interest | Verbal |
 - 1.3.1 The Chair reminded members to indicate any declaration of interest and/or connections as appropriate throughout the course of the meeting.
 - 1.3.2 LG confirmed that she had an interest in Paper 3 however it was solely in the restructure of the process and not directly relating to personal pay and performance.

FOR APPROVAL

2. Minutes of Previous Meetings and Matters Arising | Acting Chair S Hodgson

- 2.1.1 Minute of Meeting held 2 June 2025 | Paper 2.1 | Chair S Hodgson
- 2.1.2 A member proposed some changes to terminology and it was agreed that Acting Chair and GP would liaise to make amendments.

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2.2 Action Log | REM1124-2.2 | L. Grierson

2.2.1 LG confirmed that actions 1,2,3 were included in the agenda for this meeting and all other actions were complete.

2.2.2 **The Committee noted the action log.**

DD and HJ joined the meeting at 16:00 hrs

3 Senior Staff Remuneration Policy | Paper 3.1 | D Dickson

3.1 DD explained that following on from the meeting in June, he had proposed changes to the Policy. Currently the Policy includes a performance related pay and cost of living element.

3.2 The revised Policy, which would supersede any previous iterations, is based on the lecturers' pay scales and process, which is well established in the college sector and most recognised in other public bodies and covers senior staff. All other staff are members of pay awards recognised in the NRPA which clearly spell out how a reward will run.

3.3 The Policy outlines a 5-point scale as per the lecturers' scale. The paper gives a rough outline of costs and how the scale will be applied. Within the overall scheme there are clear principles ie transparency, fairness, competitiveness and benchmarking, and affordability. It is worth noting that the Lecturers NRPA 3-year deal is coming to an end but it's the beginning of the support staff deal.

3.4 Remuneration Committee are asked to adopt this policy and in the new year the Principal will bring back a comprehensive costing for senior staff pay.

3.5 The Chair commented that the process appeared more satisfactory than the performance pay arrangement. Members agreed that the policy and process is very clear and supported the proposal and there was discussion about where any inflation element fitted in. DD explained that lecturers move through the increments but are also awarded a cost-of-living element too. It was suggested that as the policy is based on the lecturers' structure that the cost of living element is also based on what the lecturers are awarded.

3.6 ACTION: It was agreed that a sentence will be added to the Policy to reflect the cost of living increase to match the lecturers.

3.7 In respect of Appendix 2 the Committee discussed the correlation between salaries and credits.

3.8 The Committee approved the Senior Staff Remuneration Policy.

4 Directors Salary Scale | Paper 4.1 | D Dickson

4.1 DD introduced the paper and explained that there is a collision between Directors pay and Teaching Managers pay under NRPA. Currently there is a ballot out in respect of Professional Services Managers too.

4.2 He discussed baselines and asked of the Committee to agree to move the baseline for Directors to suggested figure in line with their responsibilities and then use the increment scale. He advised that Teaching Managers were given their increment in September, therefore it was proposed that this policy follows suit. The Committee agreed with this proposal.

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5 Benchmarking – College Sector Annual Accounts 2023-24 | Paper 5.1 | D. Dickson

- 5.1 DD provided an update to the benchmarking paper commenting that this had been requested some time ago, but due to changes in Principal there had been a delay, however, it was useful to see what is happening in the sector. The salary scales are commensurate with 2 colleges - one small and 1 large. DGC sits in between in respect of credits.
- 5.2 The Committee discussed the variances in salaries vs credits, and it was suggested that an agreed policy around pay for salaries would be a fairer approach, however a government directive may be the solution.

JR joined the meeting at 16.30 hrs.

- 5.3 DD explained that the College uses the ETIO benchmarking system.
- 5.4 The Chair recapped on papers discussed at the Committee for JR and actions approved.
- 5.5 The committee noted the report.**

FOR INFORMATION ONLY

6 AOCB | S Hodgson

- 6.1 No other business was raised, and the meeting adjourned at 16:40 hours.

7 Date of the Next Meeting

- 7.1 The date of the next meeting is scheduled for Tuesday 12 May 2026, however a date for the February cycle would be arranged and members notified.



**Dumfries and
Galloway College**

One step ahead

Item 2
REM1125-2.2

Key

- Ongoing
- Closed
- Overdue

Remuneration Committee Action Log 17.11.25

No	Meeting Date	Action	Lead	Deadline	Status	Commentary
1	11/11/24	Benchmarking paper based on similar/rural colleges to be brought to next meeting.	DD/HJ	Jun 25 Nov 25	Closed	To be presented at 17/11/25 meeting.
2	2/6/25	Paper re Directors pay Scales to be brought to the Committee.	DD	Nov 25	Closed	a/a
	2/6/25	DD to bring a paper re PRP and review Snr Staff Pay Policy	DD	Nov 25	Closed	a/a
	2/6/25	Wording re GP's review to be amended	LG	Jun 25	Closed	Wording amended
	2/6/25	Send copy of Recruitment Policy to AH	LG	Jun 25	Closed	Sent 3/6/25
	2/6/25	<ul style="list-style-type: none"> Senior Leadership Structure – Tasks being added to the posts Chair to liaise with Principal to finalise objectives and send to Committee via email 	DD	Jun 25	Closed	Sent 6/6/25

Remuneration Committee		
Agenda Item	4	
Paper Number	REM1125 - 4.1	
Date of Meeting	17 November 2025	
Location	MS Teams	
Title of Paper	Directors Salary Scale	
Presented by	Douglas Dickson	
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: 3 minutes

1. Recommendation

1.1 The Remuneration Committee are asked to –

- Approve the revised pay scale for Directors to ensure the remuneration adequately rewards the scale of leadership, accountability, and decision-making inherent in the role and is appropriately positioned from middle managers.
- Agree this change from 1st September 2025.

2. Executive Summary

- 2.1 The paper proposes a change to the starting salary for Directors due to the recent NRPA salary settlement for teaching managers.
- 2.2 The proposed pay scale start point ensures the starting point of the Directors salary scale is sufficiently above the NRPA conditions of Curriculum managers.
- 2.3 This change would apply to 3 managers, and it has been costed and is affordable.

3. Context

- 3.1 Teaching and support staff arrangements are within national terms and conditions and are bargained nationally between TUs and CES.
- 3.2 Due to the strength of EIS bargaining the salaries for Curriculum Managers at Level 2 and 3 mean that our current Directors scale is not competitive.
- 3.3 Level 2 Curriculum Managers at present earn £57,687 and Level 3 earn £60,953. DGC Directors start at £59,792. In addition, CMs at Level 2 have 60 days holiday and Level 3 55 days holiday. DGC Directors have 45 days holiday. This means attractiveness of Director posts can be perceived to be lower. It should be noted that EIS-FELA will be starting negotiations on pay in the next few months for the period September 2026 and beyond.
- 3.4 In the Education committee in relation to senior finance staff at Perth UHI it was recognised that, staff flight/resignation in small teams has a great impact as subordinate staff are not able to step up to Director level. Our experience when our Commercial Director suddenly resigned in June 2024, was it took 7 months to complete recruitment, involved a recruitment consultant, and presented risk to commercial College performance.
- 3.5 Our current Directors scale is –

Director Salary Band: £59,792 - £70,519
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- 3.6 To ensure it is proposed it is adjusted to start at £63,000. This will enable recognition of the responsibility, decision making and complexity within those job roles.
- 3.7 The cost to the College in paying College Directors that are below £63,000 will be a total of £10,500 (with oncost) in 2025/26 and this relates to 3 Directors. However, at this point it is not possible to identify cost of living until NRPA negotiations are completed. Therefore, it is proposed to pay the 3 Directors below the start of the proposed scale from the 1st September 2025 and then bring a cost-of-living proposal to the Committee in the New Year.

4. Strategic Implications

- 4.1 The strategic implications have a direct link Mission 2030 priorities:
 - Student Experience
 - People & Culture

- Growth and Financial Sustainability
- Systems and Infrastructure

5. Risk

Risk	Mitigations
Failure to retain/attract and motivate key senior staff within the sector	<ul style="list-style-type: none"> ➤ There should be a balance between fair and effective reward and retention of individuals and potential criticism for settling for senior staff ahead of staff covered by national bargaining. The Committee will also want to consider the broader economic challenges facing the sector and the College. ➤ External factors affecting budget during challenging financial times could demotivate senior staff linked to policy changes in determining performance linked to achieving a balanced budget

6. Implications

Financial	YES	The recommended pay progression for Directors is affordable.
Legal	NO	This recommendation is within the scope of our financial memorandum and are outwith the scope of the NRPA.
Learning and Teaching	NO	
Equalities	YES	This recommendation is not considered to breach any aspect of equality legislation.

Douglas Dickson

Principal & CEO

04 November 2025

Remuneration Committee		
Agenda Item	5	
Paper Number	REM1125 - 5.1	
Date of Meeting	17 November 2025	
Location	MS Teams	
Title of Paper	Benchmarking - College Sector Annual Accounts 2023/24	
Presented by	Douglas Dickson	
Recommendation	Discussion	
Freedom of Information Disclosure Assessment		
FOI flag:	<input checked="" type="checkbox"/> Disclosable <input type="checkbox"/> Non-disclosable	
Reason/s for choice:		
Notes from author: (When will it become disclosable? Has FOI Officer guidance been sought?)		
Further comments/updates after initial submission		
Date added	Added by (name and role)	Comment/detail

Read Time: 4 minutes

1. Recommendation

1.1 The Remuneration Committee are asked to –

- Benchmark ELT salaries against those of comparable colleges, specifically Borders and West Lothian.
- Confirm whether DGC’s salary levels are competitively positioned and, if not, ask that affordable proposal options to bring them into alignment are presented in the New Year.

2. Executive Summary

- 2.1 The purpose of this report is to benchmark DGC Principal and Vice Principal salaries against comparable institutions.
- 2.2 Benchmarking is against Borders and West Lothian colleges.
- 2.3 Salaries for DGC Vice Principal are comparable to both institutions; our salary scale is around £7k higher.
- 2.4 The Principal’s salary for DGC is lower than both institutions although the salary scale matches both institutions.

3. Context

- 3.1 A previous Remuneration Committee request was made to benchmark Principal and Vice Principal salaries with comparable colleges.
- 3.2 The most recent salary information is predominantly in bands and is available for academic year 2023-24.
- 3.3 In benchmarking DGC senior salaries 2 specific institutions were used – Borders College and West Lothian College.
- 3.4 SFC denotes Borders as a small college and West Lothian (WLC) a large college. Choosing both of these institutions gives some thought to scale and organisational complexity. For note DGC is designated as a large college.
- 3.5 In terms of salaries as at 2023-24 Principal and Vice Principal of Borders and WLC are as follows –

College	2023-24 Principal £	2022-23 Principal £	2021-22 Principal £	SFC Designation of College Scale
Borders	120-125	110-115	110-115	Small
West Lothian	120-125	115-120	105-110	Large

College	2023-24 Vice Principal £	2022-23 Vice Principal £	2021-22 Vice Principal £	SFC Designation of College Scale
Borders	80-85	70-75	70-75	Small
West Lothian	80-85	75-80	75-80	Large

- 3.6 When compared to DGC post re-organisation in 2025-26 –

College	Principal 2025-26	Vice Principal 2025-26	SFC Designation of College Scale
Dumfries & Galloway	£110,000	£84,145	Large

- 3.7 The Vice Principal salary at DGC (£84,145) aligns closely with the range at Borders and West Lothian Colleges (£80,000–£85,000). The salary range at DGC for Vice Principal is (£75,902 - £92,238), the sector average is £99,800. The salary scale at WLC and Borders for VP is £80,000-£85,000, this will be adjusted this academic year due to cost of living.
- 3.8 When compared with peer institutions, the Principal salary at DGC (£110,000) is between £10,000 and £15,000 lower than that of both Borders College (£120,000–£125,000) and West Lothian College (£120,000–£125,000).
- 3.9 The salary range for DGC Principal is £102,820 to £124,355, the sector average is £135,200. It is not possible to identify the Principal salary range for Borders and WLC.
- 3.10 A full list of Principal and Vice Principal Salaries from 2023-24 accounts are contained in Appendix 1

4. Strategic Implications

- 4.1 The strategic implications have a direct link Mission 2030 priorities:
 - Student Experience
 - People & Culture
 - Growth and Financial Sustainability
 - Systems and Infrastructure

5. Risk

Risk	Mitigations
Failure to retain/attract and motivate key senior staff	<ul style="list-style-type: none"> ➤ There should be a balance between fair and effective reward and retention of individuals and potential criticism for settling for senior staff ahead of staff covered by national bargaining. The Committee will also want to consider the broader economic challenges facing the sector and the College. ➤ External factors affect DGC budgets will impact on NRPA salary scales moving closer to senior staff salaries. This impacts on motivation and attraction.

6. Implications

Financial	YES	Pay progression for senior staff is affordable at this time.
Legal	NO	Senior staff pay is out of scope of our financial memorandum and are outwith the scope of the NRPA.
Learning and Teaching	NO	
Equalities	NO	

Douglas Dickson

Principal & CEO
04 November 2025

Appendix 1 – Principal and Vice Principal Salaries at 2023-24

From 2023-24 Accounts

College	Principal	Vice Principal	SFC Designation of College Scale	Credits
Borders	120-125	80-85	Small	23,891
West Lothian	120-125	80-85	Large	44,605
Dumfries & Galloway	110-115	75-80	Large	27,800
Ayrshire	140-145	105-110	Large	111,480
Dundee & Angus	125-130	95-100	Large	98,307
Edinburgh	155-160	95-100	Large	164,857
Fife	140-145	95-100	Large	118,604
Forth Valley	134	90-107	Large	79,107
City of Glasgow	179-175	105-110	Large	157,800
Clyde	143	97	Large	113,721
Kelvin	139	105	Large	71,941
New College Lanarkshire	130-135	90-95	Large	117,288
South Lanarkshire	110-115		Large	43,601
North East College	140-145	105-110	Large	115,931
UHI Inverness	145-150	105-110	Large	N/A
UHI Moray	105-110		Small	N/A
West College	135-140	100-105	Large	140,450