

PEOPLE AND CULTURE COMMITTEE

NOTICE

There will be a meeting of the People and Culture Committee on 3rd September 2026 at 17:30 hours in SLC Boardroom and on Teams.

Agenda Item	AGENDA		
		Presented By	Paper / Link
01	Apologies for Absence	VA	N
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items	All	N
03	Minutes of Previous Meeting	JB/DM	03
04	Matters Arising from the Previous Meeting	JB/DM	
	Matters for Approval		
05	Health & Safety Policy	GM	05
	Matters for Discussion		
06	Sector Employment & Industrial Relations Update	GM	06
07	Staff Voice & Engagement	FM	07
	Matters for Information (No overviews required – questions invited)		
08	Annual Health & Safety Review	GM	08
09	Quarterly People Update	FM	09
10	Quarterly Culture Update	FM	10
11	Quarterly Health & Safety Update	GM	11
12	Reserved: Commercially Sensitive Key Performance Indicators	FM	12
13	EIS-FELA Trade Union Update	SG	N
14	Any Other Business		N
15	Summation of Actions and Date of Next Meeting (19 Nov 2026)	VA	N

Key:

Initials	Committee Member
CS	Chris Sumner – Head of Digital
DMorr	Douglas Morrison – Board of Management Chair
DMorw	Doug Morwood – Board Member
HA	Heather Anderson – Board of Management Vice Chair
JB	John Brown – People & Culture Committee Chair
SG	Scott Gray – Academic Trade Union Member and Curriculum & Quality Manager
SM	Stella McManus – Principal & Chief Executive

Initials	In attendance
FM	Fiona MacCormick – Depute Head of People Services
GM	Gary McIntosh – Head of People Services
SP	Shona Pettigrew – Vice Principal
VA	Vari Anderson – Governance Professional

Unconfirmed PAC Minutes

PEOPLE and CULTURE COMMITTEE (PAC)

MINUTES

PAC Committee on 28 May 2026 at 1730 hours via Microsoft Teams and in the Boardroom at South Lanarkshire College

Present

Chris Sumner
Douglas Morrison (online)
Doug Morwood (online)
Heather Anderson (Chair of PAC)
John Brown (online)

In Attendance

Fiona MacCormick
Shona Pettigrew
Gary McIntosh

Vari Anderson (Governance Professional)
Christine Clark (Executive & Governance Administrator)

Agenda Item	
01	Apologies for Absence Jack Whyte Scott Gray Stella McManus
02	Declaration of any potential Conflicts of Interest in relation to any Agenda items None noted.
03	Minutes of Previous Meeting (26 Feb 2026) The previous minutes were duly approved .
04	Matters Arising from the Previous Meeting <i>Item 05 Action point: (PAC outcomes and workplan). The Committee to consider the proposed quarterly strategic data outlined in the paper and identify the data that should be included within the Committee work plan. Full discussions to take place at the meeting on 28 May 2026. JB and DMorw will consider plan further and provide suggestions at the next committee discussion. On agenda (Item 05).</i> <i>Item 07 Action point: (Health and Safety Training) Executive Team to check with insurance provider re assistance with fee(s) for H&S training to help reduce risks. Completed – SLC Finance Team have contacted insurers who advised the College could potentially claim for assistance with fees.</i>

	<i>Item 08 action point: (People Services Update) Consideration for future reports to show actual headcount number for absences (in addition to %age) and clarity if short/long term absences. Completed and included in Item 9 of agenda.</i> Item 09 Action point: Members to consider any other information they would wish captured in the KPI update. None advised. <i>Exec Team/Committee to consider a workshop around curriculum planning and Board event to provide additional help to students. A future event is being considered for the next academic year.</i> Follow Up: In respect of further information to be captured in the KPI update. The Committee advised it would be beneficial to have oversight of Health, Safety, Wellbeing and Accidents. The Chair acknowledged the progress and assurances for the Board of Management.
	Matters for Discussion
05	People and Culture Committee Workplan and Outcomes The Committee noted the contents of the report and considered the potential outcomes of the People and Culture Committee and key areas for focus to help develop a workplan and Outcomes. The Committee welcomed the proposed quarterly strategic data but emphasised that its collation should have a clear purpose and lead to meaningful actions. Discussion also included a request for a calendar of staff events to be provided for the Board's awareness and to support promotion. The Committee noted the overlap of data between committees such as the Finance and Resources Committee's consideration of scope 3 emissions which will require staff data linked to personal transport. Reference was also made to the Learning, Teaching and Student Experience's deep dives which are worked into the Committee workplan alongside standardised data. The Committee recommended that the Chair's Committee oversee all workplans for 2026–27. It was noted that the Executive Team will develop draft plans for consideration, taking account of interdependencies to avoid duplication and ensure alignment and consistency of data and information. Action: The Chairs Committee to oversee the workplans of each Committee to ensure that appropriate matters are considered by the correct Committee. The Executive Team will develop workplans for review and consideration by the Chairs Committee, noting interdependences, avoiding duplication, and ensuring reinforcement of data and information.
06	Sector Employment & Industrial Relations Update The Committee considered the update and in particular noted the developments in national bargaining arrangements, progress and implications of support staff job evaluation and ongoing engagement with trade unions. The Committee noted the position in relation to support staff and lecturing staff pay and the wider national issues raised through the National Joint Negotiating Committee (NJNC) structures and acknowledged that Board approval will be required for any revised National Recognition and Procedures Agreement (NRPA).

	Discussion included concerns on the national bargaining process delivery, and commentary following the College Employers Scotland meeting in May 2026. The Committee raised concerns regarding the evaluation made in section 5.3 in respect of the validity of the claims and requested this section be redacted prior to publication until verification and assurances are sought regarding the narration. As an addendum, clarification has now been sought in respect of the narration in section 5.3. The narrative presented in the original paper did not fully reflect the intended position, this has now been clarified.
07	Staff Voice The Committee noted the report and planned enhancements including Staff Q&A, Tell Us, Report & Support, and Principalship engagement sessions. Reference was made to the presentation/demonstration to Senior Leadership Team (SLT) (28/4/26) by Report & Support, and the intention to contact Clyde College to gain insight on their best practices and to ensure focussed staff communications are drafted prior to any rollout of information gathering. The Committee acknowledged some circumstances of communications being out with the control of the College for example EIS and Unison staff communications and College Employers Scotland information (link within paper). The Committee were advised that Operational and Enhancement Plan reviews are underway with staff where input and reflection on engagement is encouraged. There was reference to the successful Student Voice system and query around interaction with Board members. The Governance Professional made suggestion around adding time onto the Board Strategy Day for coffee/informal conversation session where staff can meet with Board members. The Committee welcomed the aim of strengthening the staff voice but queried how this would be measured. It also asked whether staff had been consulted on the most effective ways for their views to be heard. Reference was also made to the recent presentation by Social Value Engine (SVE) to SLT for further consideration. Action: Consideration to be given to how the Board are included in engagement with staff and how the results are being measured.
	Matters for Information
08	Employment Rights Act – Updates to Policies and Procedures The Committee acknowledged the terms of the update and noted that the document will be reviewed by the Senior Leadership Team and the Joint Negotiating Committee. The Committee was advised that the College already implements these changes or exceeds the required provision, which was welcomed. The Governance Professional noted that this provides a strong example of compliance with Section C26 of the Code, as it assures the Board that all legal obligations are met and policies are kept up to date.

09	Quarterly People Services Report The Committee noted the terms of the report and discussion included strategic workforce issues around long-term absences. This topic was raised at the recent FRC meeting regarding costs incurred including temporary backfill of staff and the impact on the operating deficit. Concern raised as SLC is trending above the national average, querying if management can give assurances that interventions are impactful to understand the true causes of absences and if this is likely to plateau out over time. The Committee suggested that an analysis of other organisations' cultures could be undertaken to identify best practice, citing Virgin as an example of a strong organisational culture. In relation to the People Services Report, the Committee suggested the following enhancements: • Inclusion of forecasting for long-term absences • Introduction of a RAG rating in respect of employee relations • Combining Quarterly Headcount Movement Charts 1 and 2 to enable direct comparison • Enhancing Chart 4 ('Employee Relations Activity') by including year-on-year totals to highlight trends at a glance Following the recent Board session with Graven regarding the College estate, the Committee also requested that consideration of the Quiet Room (4.1.2) be incorporated into the ongoing work. The Committee noted the previous Occupational Health providers (Optima Health) have now been replaced with Salus Occupational Health. Suggestion of proper analysis, conversations around interdependencies and best practising of other organisations. KPI data was acknowledged with the added request of forecasting when absences are likely to conclude and if a RAG status can be applied if, for example, a grievance case applies. Action: For consideration of the People Services Team undertaking analysis of other organisations' culture to learn from best practice. Within the People Services Report, for consideration to be given to: • Include forecasting regarding long-term absences • Establishing a RAG rating status in respect of employee relations. • Combining Quarterly Headcount November Charts 1 and 2 to enable direct comparison. • Section 4.1.2 – Quiet/Prayer Room to be fed into Graven work. • Chart 4 Employee Relations Activity to include year-on-year totals Noted: teams are working on awareness of interdependencies; and updates will follow around pension contributions following the EIS branch meeting scheduled for June 2026.
10	Quarterly Health & Safety Report The Committee noted the Report and the appointment of Tony McCluskey, SLC H&S Advisor.

	The Committee were advised that the Health and Safety Advisor will be reviewing and developing comprehensive procedures and delivering training covering both evacuation and invacuation scenarios. Offers of assistance regarding invacuation were welcomed. Reference to: Martyn's Law; and the recent SLT presentation/training by Gallagher Risk Management around business continuity management. The Committee acknowledged the 1 RIDDOR case and suggested that any implications – legal and/or reputational are added to the Risk Register. Action: Consider adding RIDDOR implications (legal/reputational) to the Risk Register.
11	Reserved: Commercially Sensitive Key Performance Indicators & Strategic Dashboard Update The Committee noted the Update and requested comparative data within the Board Metrics to be included to ensure Committee members are updated prior to the annual Board level update. Action: Comparative data to be provided in respect of Board Metrics prior to the annual Board level update.
12	EIS-FELA Trade Union Update (VA) The Governance Professional provided a verbal update in the absence of S Gray The Committee were advised that the next EIS-FELA Branch Meeting is due to be held on 8 June 2026. The Committee noted that the College lawyers have prepared a standardised letter in respect of the pension project which sets out the terms of agreement. This is currently with the EIS-FELA solicitors, and it is hoped agreement is imminent.
13	Any Other Business Nil raised.
14	Summation of Actions and Date of Next Meeting (03 Sept 2026) <u>Item 04 (Matters Arising – Follow up Item 09): Strategy/KPI Update:</u> The Committee updated it would be beneficial to have oversight of Health, Safety, Wellbeing and Accidents. <u>Item 05 Action Point: PAC Workplan and Outcomes:</u> The Chairs Committee to oversee the workplans of each Committee to ensure that appropriate matters are considered by the correct Committee. The Executive Team will develop workplans for review and consideration by the Chairs Committee, noting interdependences, avoiding duplication, and ensuring reinforcement of data and information. <u>Item 06 Action Point: Sector Employment & Industrial Relations Update:</u> Redact wording within 5.3 until confirmation of statement can be made and assurance sought regarding Colleges Scotland's governance.

	Executive Team to consider adding Colleges Scotland's governance as a risk and consider at the next Audit and Risk Committee. SMcM and DMorr to write to Gavin Donoghue to discuss governance. • <u>Item 07 Action Point: Staff Voice:</u> Consideration to be given to how the Board are included in engagement with staff and how the results are being measured. • <u>Item 09 Action Point: Quarterly People Services Report:</u> For consideration of the People Services Team undertaking analysis of other organisations' culture to learn from best practice. Within the People Services Report, for consideration to be given to: • Include forecasting regarding long-term absences • Establishing a RAG rating status in respect of employee relations. • Combining Quarterly Headcount Movement Charts 1 and 2 to enable direct comparison. • Section 4.1.2 – Quiet/Prayer Room to be fed into Graven work. • Chart 4 Employee Relations Activity to include year-on-year totals • <u>Item 10 Action Point: Quarterly Health and Safety Report:</u> Consider adding RIDDOR implications (legal/reputational) to the Risk Register • <u>Item 11 Action Point: KPI and Strategic Dashboard Update:</u> Comparative data to be provided prior to the annual Board level update in respect of Board Metrics. Meeting ended at 1925
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Key:

Initials	Committee Member
CS	Chris Sumner – Head of Digital, Committee Member
DMorr	Douglas Morrison – Board of Management Chair
DMorw	Doug Morwood – Committee Member
HA	Heather Anderson – Interim PAC Chair, Board of Management Vice Chair
JB	John Brown – Committee Member
JW	Jack Whyte – Student Vice President, Student Association
SG	Scott Gray – Academic Trade Union Member and Curriculum & Quality Manager
SM	Stella McManus – Principal & Chief Executive

Initials	In attendance
FM	Fiona MacCormick – Depute Head of People Services
GM	Gary McIntosh – Head of People Services
TM	Tony McCluskey – Health & Safety Advisor
VA	Vari Anderson – Governance Professional

HUMAN RESOURCES COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Health & Safety Policy
REFERENCE	05
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To update members on the development of the Health & Safety Policy and seek approval for the Policy to be remitted to the Board of Management.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note the updates to the Health & Safety Policy; and • remit the the Health & Safety Policy to the Board for approval.
RISK	The following risks apply, should the Policy not be updated and approved: • Legal Liability: Personal prosecution, fines, or disqualification under UK law. • Financial Risk: Significant fines and compensation payouts; disruption to operations. • Reputational Damage: Loss of stakeholder trust and negative media exposure. • Governance Failures: Breach of duty to lead on safety; undermines strategic oversight.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• The Policy provides a clear framework for the management of health and safety, setting out the scope, governance arrangements and responsibilities across the College. • Senior Leadership Team endorsement will be captured through a separate sign-off process rather than within the Policy document itself. • The principal enhancements within the revised Policy are: • <i>strengthened emphasis on the reporting and investigation of near misses;</i> • <i>integration of the Attendance Management and Support Procedure and associated employee support arrangements;</i> • <i>introduction of a dedicated responsibilities section for the Head of Facilities;</i> • <i>enhanced employee responsibilities in relation to risk assessment review, communication and compliance; and</i> • <i>inclusion of a new section covering accidents, incidents, near misses, first aid and work-related ill health.</i>



South
Lanarkshire
College

East Kilbride

HEALTH AND SAFETY POLICY

Version Number: 6.3

Document Information

Procedure Published/Created:	August 2022
Reviewed Date:	August 2025
Owner:	Gary McIntosh
Approved by:	Board of Management
Equality Impact Assessment:	Yes
Next Review Date:	September 2026

Version History

Version Number	Date	Author	Rationale
2.0	August 2022	Stella McManus	Statutory duty
2.1	August 2023	Craig Ferguson	Annual Verification of update
6.0	February 2024	Craig Ferguson	V number in line with previous
6.1	August 2024	Craig Ferguson	Annual Verification of update
6.2	August 2025	John Dick	Annual Verification of update
6.3	August 2026	Gary McIntosh	Annual review and update

Quick Links

We are inclusive and diverse, and this is one of our values.

We are committed to the FREDIE principles of Fairness, Respect, Equality, Diversity, Inclusion and Engagement.



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To find out more about our Vision, Mission and Values click [HERE](#)



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STATEMENT OF GENERAL POLICY

The Board of Management, the Principal, the Vice Principals, and the Senior Leadership Team (SLT) recognise that the provision of a safe and healthy working environment is essential to the well-being of staff and students and the success of South Lanarkshire College.

In line with the Health and Safety at Work Act 1974 the College is aware of its duty to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, students, visitors, contractors, and others who may be affected by its activities. The College understands its statutory duties to include:

- a. the provision and maintenance of plant and systems of work that are, so far as is reasonably practicable, safe and without risks to health;
- b. arrangements for ensuring, so far as is reasonably practicable, safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
- c. the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees;
- d. so far as is reasonably practicable as regards any place of work under the employer's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks;
- e. the provision and maintenance of a working environment for his employees that is, so far as is reasonably practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.

(General Duties of Employers to Employees, Health and Safety at Work Act, 1974)

The effectiveness of the Board's Health and Safety Policy will be monitored regularly and reviewed, in consultation with employees and their representatives as well as other stakeholders such as internal auditors. The Board is committed to continual improvement in the management of health and safety and the development of a positive and robust health and safety culture. To support this policy the Senior Leadership Team will ensure adequate resources are provided to enable the aims of this policy.

The College will:

- aim to prevent accidents and cases of work-related ill health;
- provide adequate control of health and safety risks arising from work activities including systematically identifying hazards to assess and control risks.
- implement and maintain an effective and properly resourced health and management system;
- define and delegate specific health and safety responsibilities;
- on an annual basis set health and safety targets and objectives which will be reviewed periodically;
- provide adequate health and safety information, training and supervision;
- maintain effective systems of communications on health and safety matters;
- consult with employees and their representatives on health and safety matters; and
- comply with legal requirements, approved codes of practice, guidance, and recognised sector best practice.

The Senior Manager with overall responsibility for Health and Safety is the Principal and Chief Executive, and the management appointee with responsibility for coordinating Health and Safety is the Head of People Services. The specialists with responsibility and technical expertise is the Health & Safety Advisor and Head of Facilities.

Health and Safety responsibilities are included in job descriptions, as appropriate to each post. In addition, all employees, students, visitors, contractors and others on the College premises have a duty to take reasonable care of themselves and all other persons who may be affected by what they do or fail to do.

Overall responsibility for effective Health and Safety lies with the Principal and Senior Leadership Team (SLT). All employees must co-operate with the College in fulfilling its statutory duties and the aims of the Health and Safety Policy.

To enable the College to meet its statutory duties and commitments set out above, a comprehensive management system will be operated, which will include written procedures and arrangements for all relevant areas of health and safety management. The management system covers all College activities on campus. To ensure that the Health and Safety Policy is kept up to date it will be reviewed annually by the Health and Safety Committee, the SLT and the Board of Management to ensure that account is taken of any applicable legislative changes, new guidance or best practice and to identify and correct any deficiencies.

	Date	
Stella McManus Principal & Chief Executive of South Lanarkshire College		
	Date	
Douglas Morrison Chair of Board of Management of South Lanarkshire College		

SPECIFIC POLICY AND SCOPE

The Board regards these health and safety obligations as a minimum standard to be achieved throughout all College activities and requires staff, at every level, and students to accept the promotion of high standards in health and safety as a core objective.

The College will provide a safe environment for all employees, students, contractors, and visitors which comply with current health and safety legislation, so far as reasonably practical, including making reasonable adjustments to comply with the College policy for equalities and inclusiveness.

The College will:

- provide and maintain places of work that are safe and without undue risks to health. Ensure that all premises, means of access and egress, plant equipment and vehicles under college control are designed, constructed, maintained, and used, with due regard to health and safety;
- make arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances. Assess the risks to health of harmful substances used by employees and students and introduce measures to remove/minimise such risk, so far as is reasonably practicable;
- ensure adequate information is available with respect to machinery and equipment used, detailing the conditions and precautions necessary to ensure they are used without risk to health and safety;
- provide information, instruction, training, and supervision as is necessary to ensure health and safety at work of employees, students, contractors and visitors.
- adopt the 'hierarchy of risk management' approach, whereby hazards are eliminated or substituted where reasonably practicable before considering the need for engineering control and then segregation. Only where this cannot be reasonably achieved will Personal Protective Equipment (PPE) be considered;
- provide protective clothing and equipment as necessary and ensure that personnel are adequately trained in the correct use of this and that it is worn/used when required and that it is checked and maintained regularly;
- provide facilities appropriate to enable staff's health and safety;
- support Trade Union and other staff representatives to perform their functions and consult with them in promoting and developing measures to ensure high standards of health and safety at work and promote, through consultative machinery, joint consultation on health and safety matters and encourage effective participation in such matters by employees;
- always ensure that there is suitable training and retraining available for first aiders and arrange for the provision of first aid services to ensure prompt and appropriate treatment of illness and injury occurring during work;
- ensure that a satisfactory system is maintained for reporting, collecting, analysing, and presenting information on accidents, incidents, and sickness at work to facilitate all necessary investigative and corrective action;
- arrange for medical advice to be provided on any aspect of health at work including the rehabilitation of employees returning to work following illness or injury; and
- provide and maintain a health surveillance programme where appropriate.

THE ORGANISATION

Table 1: Reporting Structure for Health and Safety Concerns

Board of Management		
Principal and Chief Executive		
Vice Principal of Student Experience and Innovation and Vice Principal of Finance, Resources and Sustainability		
Curriculum Management	Head of People Services and Head of Facilities	Professional Services Management
Health and Safety Advisor		
Teaching and Support Staff		
Students		

It is the role of every member of staff, student and visitor to the College to ensure that all Health and Safety concerns, hazards, issues or incidents should be reported directly either to the appropriate line manager or the Health and Safety Advisor.

RESPONSIBILITIES AND ARRANGEMENTS

It is recognised that successful management of health and safety requires the commitment of all people within the organisation. The purpose of this policy is, therefore, to define the health and safety roles, responsibilities, and accountability of college employees, from senior management throughout the management chain.

The College recognises that **all** individuals within the organisation have a responsibility to ensure their own safety and that of others. Consequently, all employees will have the potential to be held liable if their negligent acts or omissions result in harm being caused to any other persons. Those in positions of responsibility have additional obligations, by virtue of their 'managerial' functions. Indeed, the Health and Safety Executive (HSE) document *Enforcement Policy Statement*, HSE 41, Paragraph 43, notes the following on 'Prosecution of individuals':

"... enforcing authorities should identify and prosecute or recommend prosecution of individuals if they consider that a prosecution is warranted. In particular, they should consider the management chain and the role played by individual directors and managers and should take action against them where the inspection or investigation reveals that the offence was committed with their consent or connivance or to have been attributable to neglect on their part, and where it would be appropriate to do so in accordance with this policy. Where appropriate, enforcing authorities should seek disqualification of directors under the Company Directors Disqualification Act 1986."

The following sections set out the principal health and safety related responsibilities of individuals within the organisation. These duties will be in addition to the general duty of all individuals to ensure the health, safety and welfare of themselves and all others who may be affected by their undertakings.

In addition to the *individual* liability of senior staff, the *Corporate Manslaughter and Corporate Homicide Act 2007* allow *companies* and *corporations* to be prosecuted for corporate homicide (in Scotland) where serious management failures result in death. Under this Act there is no longer the need to identify a 'controlling mind' (i.e., one individual whose negligence or recklessness caused the death) to convict an organisation of homicide, thus making it easier to prosecute organisations.

The management responsibilities defined within this Policy should ensure that adequate and appropriate managerial control is exercised over health and safety issues to prevent prosecution for corporate homicide.

Responsibilities – The Board of Management

The Board of Management, headed by a Chairperson, comprises non-executive and executive members, provide professional, community and stakeholder representation and is accountable to the Scottish Government (SG) through the Scottish Funding Council. They are the employer of the College staff and have a duty of care for their employees. They are required to ensure the quality of the provision of health and safety across all College activities and locations.

It is recognised that the Board of Management, while not actively involved in the daily running of the College, has certain responsibilities in terms of health and safety and the following procedures will be adopted to ensure these responsibilities are effectively discharged. The Board of Management will:

- approve the vision and overall strategy for the direction of health and safety management within the College and drive forward continual health and safety improvements;
- consider health and safety under the risk standing items on the agenda of all Board of Management meetings;
- ensure that College management provides monitoring and reporting of health and safety performance to the Board of Management and/or an appropriate standing committee;
- review the College's health and safety performance annually against its health and safety team development plan;
- ensure that the College's Health and Safety Policy reflect current legislation and Board of Management priorities;
- review any significant health and safety failures and results of any subsequent independent investigations; and
- ensure that health and safety systems are in place and remain effective.

Responsibilities – The People and Culture Committee

The People and Culture Committee will place Health and Safety as a standing item on the agenda of all general meetings. This will allow reporting on safety performance, funding requirements, safety failures and other health and safety related issues. The Committee will give all such issues due consideration and will make available all reasonable funding and support as may be required.

The People and Culture Committee will consider the findings of all internal and external health and safety audits carried out within the organisation and will authorise the use of all reasonable support required to rectify any significant non-compliance issues identified from such audits.

The People and Culture Committee will take an active interest in the investigation into any significant safety failure, making available all reasonable resources for a full investigation and for the taking of adequate measures to rectify any deficiencies in the existing arrangements.

Responsibilities – The Principal and Chief Executive

The Principal and Chief Executive holds responsibility for the day to day running of the College and it is recognised that this function also incurs overall responsibility for health and safety management within the organisation. The Principal and Chief Executive is responsible for ensuring the implementation of the policy and arrangements supported by the Head of People Services.

The Principal may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

The Principal and Chief Executive will:

- approve the Health and Safety Policy and will sign the Health and Safety Policy along with the Chair of the Board of Management, where there is a change of Principal, the incoming Principal will sign the documentation upon appointment to demonstrate commitment and acceptance of responsibilities;
- approve the appointment of the Head of People Services (who will have accountability for health and safety management and performance) by ensuring that they have the requisite competence and are provided with resources to effectively fulfil the role;
- be responsible for reviewing relevant reports, documentation and information provided by the Head of People Services and for taking appropriate action to ensure adequate resources are made available to rectify any safety failures and to improve health and safety performance;
- be responsible for the reporting of health and safety performance to the Board of Management but may delegate this task to either Vice Principal or the Head of People Services; and
- ensure that adequate resources are provided to achieve compliance with the Health and Safety Policy and associated arrangements and will take all appropriate action to rectify failures that require intervention above the management grade of the Head of People Services.

Responsibilities – Head of People Services and Head of Facilities

The Head of People Services and Head of Facilities have been given specific responsibility for the performance of the College against the Health and Safety Policy and associated arrangements. Therefore, the Head of People Services and Head of Facilities will be responsible for implementing the policy and arrangements that have been approved by the Board of Management, the Principal and the Senior Leadership Team.

The Head of People Services, supported by the Head of Facilities will:

- be responsible for reporting to the Principal health and safety performance, funding requirements, resource implications, safety failures and other health and safety related issues;
- ensure that health and safety considerations are considered for all new investment opportunities and in the organisation's purchasing policy. The objective will be to minimise risks as early in the purchasing chain as is reasonably practicable. Where required, the Head of People Services or head of Facilities will refer to the Principal;
- develop, review, and update annually the College Health and Safety Policy and Procedures;
- prompt and encourage the promotion of a positive health and safety culture across the College in order to secure the effective implementation of the Health and Safety Policy;
- be responsible for all health and safety planning including the setting of objectives and priorities;
- assist in identifying hazards, assessing risks, and identifying suitable means of control;
- implement plans and monitor control measures employing active and reactive techniques;
- review performance and ensure the routine auditing of the whole health and safety management system;
- maintain adequate information systems on relevant laws and safety management practices;
- provide interpretation of health and safety laws and their implications for the organisation;
- assist in the establishment, development and maintenance of risk control standards relating to 'software' (such as procedures, systems and people);
- maintain the procedures for recording, reporting, investigation and analysis of accidents, incidents, near misses and cases of ill-health;
- establish and maintain adequate and appropriate active monitoring and auditing systems;
- establish and develop professional relationships at all levels within and outside of the organisation (including the Health and Safety Executive, Trade Bodies, Colleges Scotland.);
- be responsible for dealing with all health and safety issues referred to him/her/them by managers, staff, students and trade union safety representatives and Committees;
- be responsible for maintaining an adequate programme of staff training in health and safety, ensuring that all staff are given appropriate instruction, information and training to reduce the risks associated with their work to an acceptable level.
- be responsible for planning and approving all health and safety training;
- ensure that adequate communication channels exist throughout the entire organisation to allow health and safety issues to be dealt with in a timely and effective manner.
- be responsible for reviewing all reports and documentation provided by departments and faculties in accordance with the Health and Safety policy and for taking appropriate action to rectify non-compliance and to achieve continual improvement;
- be responsible for reviewing and taking appropriate actions for any health and safety related issues raised via the appropriate channels;
- ensure that where any amendment that is made to the text or other content of the Health and Safety Policy and supporting documents, it is duly authorised, referenced and communicated; and
- The Head of Facilities will work with other staff, such as the Health and Safety Advisor, to:
 - be responsible for maintaining records of all health and safety information provided to contractors;
 - be responsible for communicating with contractors in respect of health and safety and for

arranging responses to any health and safety related questions and queries. Records of all communications will be retained by the Facilities Department; and

- be responsible for operating a 'Permit to Work' system for all contractors. Records of all such permits will be retained by the Facilities Department.

Responsibilities – Head of Facilities

The Head of Facilities is responsible for ensuring that the College estate, buildings, infrastructure, equipment and associated services are maintained in a safe condition and comply with all relevant statutory requirements.

The Head of Facilities will:

- ensure compliance with all statutory, regulatory and approved code of practice requirements relating to the College estate, buildings, grounds, facilities management services, plant, equipment, engineering systems, cleaning operations, workplace environments and all assets within their remit, ensuring that appropriate inspection, maintenance, testing, certification, monitoring and assurance arrangements are in place and maintained;
- be responsible for ensuring that all facilities-related activities are undertaken in accordance with relevant health and safety legislation, including but not limited to those relating to fire safety, workplace safety, building safety, electrical safety, water hygiene, lifting equipment, asbestos management, construction activities, contractor management and environmental health obligations.
- ensure that all College buildings, plant, machinery, infrastructure and services are inspected, maintained and managed to provide a safe environment for employees, students, contractors and visitors;
- be responsible for the maintenance, repair and replacement of College assets, including furniture, workstations, desks, chairs, tools, equipment, machinery and other physical resources used in College operations;
- ensure that suitable, fully-compliant arrangements are in place for planned preventative maintenance and statutory inspection programmes, including those relating to building fabric, electrical systems, lifts, fire safety systems, water systems and other safety-critical infrastructure;
- ensure that cleaning, housekeeping and waste management services are provided to a standard that supports the health, safety and wellbeing of all building users;
- ensure that workplace environments are maintained in a safe condition, including arrangements for lighting, heating, ventilation, access, egress and welfare facilities;
- ensure that defects, hazards and maintenance issues are identified, reported, prioritised and addressed within appropriate timescales according to the level of risk;
- ensure that risk assessments, inspections and monitoring activities are undertaken in relation to facilities, buildings, equipment and maintenance activities, with appropriate control measures implemented and reviewed;
- ensure that all facilities-related equipment, tools and assets provided by the College are suitable for purpose, maintained in a safe condition and subject to appropriate inspection and testing regimes;
- ensure the management of contractors and service providers, ensuring that facilities-related work is carried out safely and in accordance with College procedures, risk assessments, permits to work and statutory requirements;
- be responsible for ensuring that physical security, building access controls, locking arrangements, emergency communications systems, signage and other protective security measures are maintained and capable of supporting emergency evacuation and invacuation procedures; and
- provide advice and reports to the Senior Leadership Team and the Health and Safety Committee on estate compliance, maintenance performance, premises risks and facilities-related health and safety matters.

Responsibilities – The Senior Leadership Team

Due to the senior ‘managerial’ function performed by the Senior Leadership Team, it is recognised that they may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence. The Senior Leadership Team will:

- ensure the active participation of their areas in the Health and Safety Committee. This will involve the identification of health and safety concerns within their areas, the raising of pertinent issues for consideration by the Committee and the actioning of all measures identified by the Committee and management staff as required;
- so far as reasonably practicable, implement all relevant policies, procedures, and arrangements within their areas, as required by the Health and Safety Policy, Health and Safety Committee and other directions from senior staff and other relevant groups;
- so far as reasonably practicable, ensure that adequate communication channels exist throughout their areas of responsibilities to allow health and safety issues to be dealt with in a timely and effective manner. All staff will be given the opportunity to raise any safety related queries with their line managers, or a member of the Senior Leadership Team;
- so far as is reasonably practicable, ensure that all departmental staff adhere to all relevant risk assessments, adopt safe working procedures, work in accordance with any training provided and effectively use control measures, protective equipment or other health and safety materials, and that they are appropriate for the nature of the work carried out;
- raise without undue delay with the Head of People Services the need for further training or any other form of risk control for staff is identified;
- where any significant breach of Health and Safety procedures is identified, ensure appropriate action is taken to reduce the immediate risk and report the issue to the Head of People Services without undue delay. All such incidents will be reported to the Health and Safety Committee; and
- the Senior Leadership Team will be responsible for the risk assessment process within their areas of responsibilities. This will include ensuring that all appropriate risk assessments are completed and reviewed in a timely and effective manner and that all identified risk control measures are implemented.

Senior Leadership Team
Principal & Chief Executive
Vice Principal Finance, Resources and Sustainability
Vice Principal Student Experience and Innovation
Head of Business Innovation and Development
Head of Curriculum
Head of Digital
Head of Facilities
Head of Finance
Head of People Services
Head of Quality, Learning & Teaching Innovation
Head of Student Services

Responsibilities – Head of People Services

The Head of People Services will be responsible for ensuring that effective recruitment and selection processes are in place to ensure the competency of those selected for employment.

The Head of People Services will be responsible for ensuring that reference to staff health and safety responsibilities is contained within standard written statements of employment.

The Head of People Services is responsible for ensuring appropriate health and safety training is in place for all employees.

Responsibilities – Heads, Managers (including Curriculum & Quality Managers), Depute Heads, and Supervisors.

It is recognised that Heads, Managers (including Curriculum & Quality Managers), Depute Heads and Supervisors. may be held liable where health and safety offences are committed with their consent or connivance or as a result of their negligence.

Heads, Managers (including Curriculum & Quality Managers), Depute Heads and Supervisors have responsibilities which are listed below. All managers.:

- must be conversant with the Board's safety policies and procedures;
- will ensure that staff, students, or visiting workers for whom they are responsible receive suitable training and information about emergency procedures;
- will ensure the necessary risk and Control of Substances Hazardous to Health (COSHH) assessments have been carried out and are reviewed routinely and the safety provisions relating to the work discussed with those conducting the activity;
- will ensure that relevant safety documentation is readily available for reference to auditors and/or regulating authorities;
- are to ensure that personnel for whom they are responsible have received training appropriate to their needs and that all such training is documented;
- will ensure that they conduct regular Health and Safety 'toolbox talks' with staff for whom they are responsible. These 'toolbox talks' can be carried out during routine staff / team meetings;
- should ensure that the work environment and equipment are safe and well maintained, identifying, and correcting hazardous conditions;
- may be required, after consultation with the Head of People Services and/or the Health and Safety Advisor, to assist in the investigation of accidents, incidents or near misses, revising risk assessments, where necessary;
- will assist the Head of People Services and/or the Health and Safety Advisor in the identification of relevant staff for occupational health surveillance. Further, they will ensure that these individuals who require occupational health surveillance attend appointments as and when required;
- will monitor staff compliance with risk assessment and COSHH control measures and censure those who fail to comply;
- will ensure proper disposal of waste materials in accordance with college procedures;
- will ensure that the levels of supervision provided are influenced by the severity of risk in the workplace and the competence of the employees/students involved;
- will ensure that the levels of supervision provided are sufficient to accommodate the particular needs of those who undertake high risk tasks, including:
 - new employees;
 - young people (A young person is anyone under 18);
 - new or expectant mothers; and

- lone workers.
- will ensure that the levels of supervision are suitable and sufficient to accommodate staff handovers;
- will implement the Attendance Management & Support procedure, to support employee wellbeing and attendance, including individual stress risk assessments, wellbeing plans, occupational health referrals, etc.;
- should recognise and promote the benefit of on-the-job coaching and team building to develop a positive health and safety culture within their area of responsibility;

Responsibilities – Employees

All staff have general duties to ensure their own safety and that of others. The Health and Safety at Work Act 1974 notes the following in respect of staffs' duties:

"It shall be the duty of every employee while at work –

- a) to take reasonable care for the health and safety of himself/herself/themselves and of other persons who may be affected by his/her/their acts or omissions at work; and
- b) as regards any duty or requirement imposed on his/her/their employer or any other person by or under any of the relevant statutory provisions, to co- operate with him/her/them so far as is necessary to enable that duty or requirement to be performed or complied with."

The following procedures will, therefore, be adopted by all staff to ensure these duties are adequately discharged. Staff will comply with the policies, procedures and arrangements and with any information, instruction and training provided. In addition, any risk control measures, and equipment provided to ensure safe working practices will be properly used. All staff:

- shall report immediately any identified breaches of health and safety procedures, any accidents, safety related incidents, near misses, and any aspect which appears to them to give rise to a significant risk following due reporting procedures and to their line management;
- will inform their line manager, or the appropriate member of the Senior Leadership Team without undue delay where they believe that further training or other risk control measures would be beneficial. Where the employee believes significant risk to be present those tasks will not be carried out and the appropriate member of the Senior Leadership Team and the Head of People Services and/or the Health and Safety Advisor should be informed without delay of the concern;
- will co-operate in all safety programmes, training, risk assessments, near miss activities and other initiatives that are intended to reduce risk and are to actively implement any control measures identified to them as being required;
- ensure that all activities, tasks, events, and operations under their control are subject to a suitable and sufficient risk assessment, review risk assessments regularly and update them whenever there are changes to activities, personnel, equipment, environments, legislation, or following an incident or near miss. No activity shall be undertaken unless it is covered by an approved risk assessment;
- ensure that all employees, students, contractors, visitors, and any other persons involved are fully briefed on the activity, associated hazards, required control measures, emergency arrangements, and personal protective equipment (PPE) requirements, and must monitor and enforce full compliance with all identified risk control measures;
- will adhere to and engage with activities in the Attendance Management & Support procedure, to support their wellbeing and attendance, including individual stress risk assessments, wellbeing plans, occupational health attendance, etc.; and
- will not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals.

Responsibilities – Students

Safety is an integrated function of college management, and each manager is responsible for safety performance in his/her/their sphere. The active co-operation and understanding of safety procedures by students is a vital element of the College safety approach. The avoidance of accidents is a common interest of all employees and students.

The Board of Management requires all students to:

- comply with the letter and spirit of current Health and Safety legislation, Approved Codes of Practice, authoritative guidance, and College Health and Safety Rules;
- recognise that each person is responsible not only for his or her own safety but also for the safety of anyone else who could be affected by his or her acts or omissions;
- support actively and co-operate with the pursuit and maintenance of standards of health, safety and welfare that are exemplary to the education sector;
- not interfere with or misuse anything which has been provided by the College in the interest of health, safety or welfare;
- full adherence to risk assessments for all activities participated in, including the use of safety equipment and safe systems of works as instructed by academic, management or other staff; and
- not participate in horseplay, practical jokes or other acts which may result in harm being caused to themselves or to other individuals, and /or result in situations with the potential to cause harm.

Responsibilities – Health and Safety Committee

The Health and Safety Committee will provide an open forum for the discussion of all health and safety related issues raised by members of the Committee and by any other relevant sources. The Committee allows representation from health and safety representatives appointed by recognised trades unions and individual employees, thus allowing access to all employees and employee groups.

- The Committee will meet at regular intervals throughout the academic year with meeting dates published at the commencement of each academic year;
- Other than the absence of the Head of People Services or the Health and Safety Advisor, a meeting should not be cancelled or postponed except in exceptional circumstances with the rearranged date being announced as soon as is practicable;
- If a member of the Committee is unable to attend a meeting, the member should nominate a named substitute;
- The quorum for the Health and Safety Committee will be five members;
- All Committee members will undergo suitable training, which will include as a minimum 'Health and Safety Awareness'. This will ensure that all members have a working knowledge of the topic, commensurate with their role in the Committee and within the organisation as a whole;
- The Head of People Services and/or the Health and Safety Advisor will present a Health and Safety update report to the Committee at each meeting. The Committee will review routinely health and safety performance, analyse accident statistics, reported breaches of policy and procedures, audit and inspection reports and data from other information gathering exercises.
- Recommendations on options to improve safety performance will be made to the Principal and Chief Executive without undue delay;
- The Committee will propose via meeting minutes and subject to the Principal's approval, members and to other appropriate persons within the organisation, actions required to be taken to implement policies, procedures, arrangements, and any other initiatives; and
- The Committee will suggest solutions and initiatives for issues arising, which will be minuted and presented to the Senior Leadership Team following each meeting, without undue delay and will form part of the Health and Safety report presented to the People & Culture Committee. Where appropriate, the Committee will propose policy revisions, procedures, and arrangements, for ultimate approval by the Board of Management.

Responsibilities – Contractors

A contractor is an individual or company that the College does not employ but who is commissioned/contracted, to carry out a set task or tasks during the duration of contract, whether or not this is on a formal contract basis.

Contractors shall:

- always comply with the Health and Safety at Work etc. Act 1974 (HSAWA) and all subordinate legislation;
- adhere to the Construction (Design and Management) Regulations 2015(CDM);
- at all times, whilst engaged on a contract, ensure that their operations are executed under the controlled supervision of a named individual onsite;
- inform the Head of Facilities of the named individuals on site; and
- prior to commencing work undertake appropriate risk assessments and provide the Head of Facilities with both completed risk assessments and method statements for the work to be carried out;
- inform the Head of Facilities of any changes to the method statements or risk assessments provided;
- comply with all safety instructions issued by the College;
- work to a permit-to-work system for certain operations indicated or arising from the initial method statement and risk assessment stage which are considered to pose high risks; and
- at all times use their own equipment and tools unless it has been pre- arranged with the Head of Facilities.

Accidents, Incidents, Near Misses, First Aid and Work-Related Ill Health

The Head of People Services, or their designate, will be responsible for:

- maintaining an Occupational Health provision with suitable external consultancy;
- maintaining a recording keeping system for all Health and Safety surveillance records which relate to individual employees. This record keeping system should include the effective reporting of near misses.
- assisting managers in conducting Individual Stress Risk Assessments; and
- maintaining records of work-related ill health.

The College has undertaken a risk assessment related to the provision of First Aid and First Aiders. This will be reviewed on an annual basis. The risk assessment has identified the number and spread of First Aid personnel required by the College.

A list of appointed First Aiders will be maintained by the Head of People Services and will be appropriately displayed.

First-aiders will be responsible for:

- administering first-aid in line with their training, competence, and confidence where situations dictate;
- recording all accidents on the College accident report form.
- recording all incidents/near misses on the College incident/near miss form.
- Incident forms are kept on the intranet and hard copies will be kept at the reception area; and
- Informing the Head of People Services and the Health & Safety Advisor with regards accidents resulting in injury so that they be entered onto the College Accident Management System.

Responsibility for reporting all RIDDOR-reportable occurrences to the enforcing authority lies with

- Health & Safety Advisor

Distribution of the Health and Safety & Associated Policies

The College Health and Safety Policy, and associated policies, will be available as follows:

- College Website and staff intranet
- Issued to all new staff and students through the induction process.



South
Lanarkshire
College

East Kilbride

PEOPLE AND CULTURE COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Sector Employment & Industrial Relations Updates
REFERENCE	06
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	This paper provides Members with a sector employment update, based on College Employers Scotland progress and national industrial relations updates.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note developments in national bargaining arrangements across the college sector; • note progress and implications of support staff job evaluation; • note ongoing engagement with trade unions; • note the position in relation to support staff and lecturing staff pay; and • note wider national issues raised through NJNC structures.
RISK	The following risks apply: • Financial pressures linked to pay awards and job evaluation; • Industrial relations risks as national negotiations progress; • Implementation of national changes may result in unintended differential impacts on staff with protected characteristics; • Complexity in implementation of sector-wide changes; and • Potential fragmentation of national bargaining arrangements.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• This paper provides a sector employment and industrial relations update for members. • The most significant implications for the College are the introduction of a multi-year lecturing pay agreement, the establishment of national workforce planning arrangements, emerging Fair Work First requirements, and ongoing sector-wide work to define the future college workforce. These developments are likely to influence future workforce strategies, financial planning, industrial relations activity, organisational design and workforce flexibility across the sector.

	• Job evaluation continues to progress alongside wider workforce matters being raised through national negotiations. • The convergence of staff pay awards, and the forthcoming implementation of job evaluation presents a cumulative financial pressure for colleges over the medium term.
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1. INTRODUCTION

- 1.1. This paper provides Members with an update relating to national sector employment updates achieved through College Employers Scotland.

2 BACKGROUND

- 2.1 College Employers Scotland (CES) is the national representative body for Scotland's colleges as employers and is responsible for delivering national bargaining in partnership with recognised trade unions through the National Joint Negotiating Committee (NJNC). The NJNC provides the formal framework for negotiating pay, terms and conditions, supported by the National Recognition and Procedures Agreement (NRPA).
- 2.2 College Employers Scotland (CES) continues to progress several sector-wide employment and workforce initiatives with implications for workforce planning, industrial relations, financial sustainability and future operating models across Scotland's colleges.

3 KEY REMUNERATION UPDATES

3.1 Support Staff Job Evaluation

- 3.1.1 The national job evaluation project continues under CES and has progressed to procurement of an external provider. The project remains a key component of sector-wide reform, with financial, workforce and implementation considerations for colleges.
- 3.1.2 This project is expected to support greater pay equity, including any potential gender and role-based disparities.
- 3.1.3 A formal job evaluation project structure is being established. A project board is being formed (trade-union membership to be confirmed).
- 3.1.4 Joint secretaries have run an initial provider review: a long-list of providers was contacted and interviewed (multiple schemes/providers met). CES prepared a summary of pros/cons for each provider and recommended shortlisting three.
- 3.1.5 A lessons-learned exercise is in progress (reference to a "Green Book¹" approach); The Scottish Funding Council (SFC) are moving quickly on commissioning that review. Expected for end of June 2026.

¹ Government approach on assessing the costs, benefits and risks of different options to achieve government objectives.

3.2 Support Staff Pay

3.2.1 A three-year national pay agreement for support staff covering 1 September 2025 to 31 August 2028 remains in place. The agreement provides:

3.2.1.1 Year 1 (2025/26): 4.25% increase (with £1,150 underpin for salaries up to £27,000)

3.2.1.2 Year 2 (2026/27): 3.4% increase

3.2.1.3 Year 3 (2027/28): 3.0% increase

3.2.2 This equates to an overall increase of approximately 11% across the three-year period, with two future pay awards still to be implemented.

3.3 Lecturing Staff Pay

3.3.1 CES and EIS-FELA have agreed a three-year national pay settlement for lecturing staff covering 2026-2029, comprising annual increases of 3.75%, 3.25% and 3.2%, representing a cumulative increase of more than 10% over the period. The agreement includes an inflation-linked reopener mechanism for Years 2 and 3.

3.3.2 The agreement also includes a sector commitment that compulsory redundancies remain a last resort and establishes a national mechanism for future workforce planning discussions.

3.4 Wider EIS-FELA Matters

3.4.1 The May 2026 CES update identified wider matters under discussion with EIS-FELA including:

3.4.1.1 Fair Work Statement;

3.4.1.2 Circular on Permanency after 2-years; and

3.4.1.3 Outsourcing and commercial activity.

4 WORKFORCE PLANNING AND THE FUTURE COLLEGE WORKFORCE

4.1 CES has commissioned research into the future college workforce to support the wider Scottish Government "College Sector of the Future" programme. The work is examining workforce flexibility, workforce planning, new skills requirements, digital transformation, artificial intelligence, and future operating models.

4.2 A national Workforce Planning Agreement has been established with EIS-FELA, including a joint working group from September 2026 to consider workforce implications arising from national policy developments and sector reform.

5 FAIR WORK AND WORKFORCE REFORM

5.1 CES continues to engage with the Scottish Government's Fair Work agenda and recently commented on the national Fair Work First evaluation. There is growing emphasis on workforce sustainability, employment practices and the impact of Fair Work obligations on colleges' operating models and competitiveness.

6 EMPLOYMENT POLICIES AND EMPLOYEE RELATIONS

6.1 A new National Grievance Policy and Model Procedure for Lecturing Staff is effective from 1 August 2026. This represents an addition to the national bargaining framework and is intended to strengthen consistency and early resolution of workplace concerns across the sector.

6.2 CES continues to pursue wider employment policy reform through national bargaining processes and review of national agreements.

7 SECTOR SUSTAINABILITY AND REFORM

7.1 CES is actively contributing to the Scottish Government's College Sector of the Future workstream. Discussions include workforce design, organisational sustainability, governance, funding arrangements and the future role of colleges within Scotland's post-school education landscape.

7.2 CES has consistently highlighted the financial pressures facing colleges and the need to balance workforce investment with long-term financial sustainability.

8 RESOURCE IMPLICATIONS

8.1 The following resource implications apply:

8.1.1 Staff time, potential legal support, and potential consultation costs will be incurred in developing a new NRPA.

8.1.2 Implementation of job evaluation outcomes may require resourcing, particularly with manual processing of historical role evaluations and job descriptions, along with respective employee liaison, which will require line management, HR and payroll time, as well as approvals with the Senior Leadership Team and the Executive Leadership Team.

8.1.3 Pay increases, job evaluation back pay liabilities, and future repayments for leavers will impose financial demands on colleges.

9 EQUALITIES²

- 9.1 The matters set out in this report fall within the scope of the College's obligations under the Public Sector Equality Duty (PSED) to eliminate discrimination, advance equality of opportunity and foster good relations.
- 9.2 National developments in pay, job evaluation and workforce arrangements have the potential to materially impact equality outcomes across the workforce. In particular, the national job evaluation project is a key mechanism for addressing structural inequalities in grading and pay, while national bargaining arrangements support consistency and fairness in terms and conditions.
- 9.3 The College will continue to monitor sector developments to identify and, where possible, mitigate any disproportionate impacts on staff with protected characteristics.

10 RISK

- 10.1 The following risks apply:
- 10.1.1 Fragmentation of national bargaining due to the withdrawal of UNISON and Unite poses risks to sector cohesion.
- 10.1.2 Non-participation or industrial action from GMB and EIS-FELA could undermine efforts to maintain a national framework, as well as impact on students.
- 10.1.3 Implementation of national changes may result in unintended differential impacts on staff with protected characteristics;
- 10.1.4 Insufficient funding for job evaluation back pay and pay awards could result in financial instability for colleges.
- 10.1.5 Delays in reaching agreement on NRPA, job evaluation, or pay settlements could lead to industrial action.

11 RECOMMENDATIONS

- 11.1 Members are recommended to:
- 11.1.1 note developments in national bargaining arrangements across the college sector;
- 11.1.2 note progress and implications of support staff job evaluation;
- 11.1.3 note ongoing engagement with trade unions;
- 11.1.4 note the position in relation to support staff and lecturing staff pay; and
- 11.1.5 note wider national issues raised through NJNC structures.

² Within this report, 'Equality' and 'Equalities' encompass equality, diversity, inclusion and equity considerations, and compliance with the Equality Act 2010 and Public Sector Equality Duty (PSED).

PEOPLE AND CULTURE COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Staff Voice & Engagement
REFERENCE	07
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	This paper provides Members with an update on the College's Staff Voice and Engagement approach and seeks Member input and experience to inform its ongoing development.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • note the update on Staff Voice arrangements and planned enhancements; • discuss what effective Staff Voice looks like in practice, drawing on their own experience; • provide views on developments and how it can be strengthened; and • support the continued development of Staff Voice, aligned to the College's Values and Employee Engagement Framework.
RISK	The following risks are identified: • inconsistent Staff Voice practice leading to variable staff experience; • low participation or under-represented voices reducing insight quality; • limited feedback loops undermining trust; • lack of engagement with Strategy 2030; and • failure to identify and respond early to organisational stress risks early.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• This paper sets out the College's Staff Voice & Engagement arrangements and planned enhancements. • Staff engagement activity has increased significantly over the reporting period through the All Staff Conference, Staff Development Days, Principalship Q&A sessions and targeted engagement initiatives. • Participation levels have been encouraging, with particularly strong engagement observed during the behavioural health and safety session.

	• Feedback has highlighted communication, workplace changes and employee involvement in decision-making as key themes. • Development of the staff-facing Tell Us and Report & Support platforms is progressing and, together with proposed pulse surveys and recognition initiatives, will further strengthen the College's Staff Voice arrangements and employee engagement framework.
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1. INTRODUCTION

- 1.1. This paper provides Members with an update on Staff Voice & Engagement, and related enhancements. Staff Voice is a key enabler of organisational culture, employee engagement and continuous improvement, supporting the College to listen, learn and improve the staff experience.

2 BACKGROUND

- 2.1 Staff Voice is embedded within the College's Employee Engagement Framework, which is underpinned by the College's Values. Together, these set expectations for inclusive behaviours, openness and constructive dialogue. Staff Voice activity also aligns with Fair Work principles and partnership working with recognised trade unions.

3 ACTIVITIES

- 3.1 Since the previous update, a number of positive Staff Voice and Engagement activities have taken place.
- 3.1.1 The Staff Conference and Staff Development Days provided opportunities for employees from across the College to come together, contribute ideas and participate in discussions on organisational priorities, professional development and culture. Feedback was positive, with high levels of participation and engagement.
- 3.1.2 Principalship-led Q&A sessions have provided staff with an opportunity to raise questions directly with senior leaders and discuss topics of importance to them. Key themes raised included communication, workplace and accommodation changes, desk and room allocations, and how decisions are communicated across the organisation. These sessions provided valuable insight and reinforced the importance of visibility, openness and ongoing dialogue.
- 3.1.3 A behavioural health and safety session delivered during Staff Development activities generated particularly strong engagement. Staff participation was notably higher than for many traditional health and safety topics, with positive feedback received regarding the practical nature of the session and its focus on individual and collective responsibility for creating a safe and supportive working environment.

4 DEVELOPMENT WORK

- 4.1 Development work is also progressing on the extension of Tell Us and Report & Support for staff use. The College is currently working with developers to configure and test both platforms ahead of launch. These services will provide additional opportunities for staff to raise ideas, suggestions and concerns, contributing to a more comprehensive Staff Voice approach. In addition, breakfasts with the "Principalship" team are being organised to do keeping in touch sessions with staff over the year.
- 4.2 Alongside these developments, work is commencing on a more structured approach to employee recognition, recognising the importance of appreciation, celebration of success and alignment with the College's Values within the wider Employee Engagement Framework.

5 STAFF SURVEY

- 5.1.1 A staff pulse survey will be used to provide timely insight and track change over time.

- 5.1.2 The initial pulse survey will take place approximately one month into the new academic year and will focus on staff experience of the College's Values and themes aligned to the HSE organisational stress risk assessment, including workload, support, role clarity, relationships and organisational change.

6 RESOURCE IMPLICATIONS

- 6.1 Resource implications relate to staff time to design and facilitate engagement activity, communications and analysis of feedback, and the operational extension of platforms (Tell Us and Report & Support) for staff use.
- 6.2 The fee for including staff in the Report and Support has been waived by the provider, so long as there are only minimal changes to the platform.
- 6.3 Existing resources will be prioritised to support implementation, with any additional requirements progressed through normal governance.

7 EQUALITIES¹

- 7.1 This report aligns with the College's obligations under the Public Sector Equality Duty (PSED) to eliminate discrimination, advance equality of opportunity and foster good relations.
- 7.2 Staff Voice arrangements will be designed and implemented to support inclusive participation, supported by appropriate equality impact assessment at implementation stage, workforce data monitoring and engagement with recognised trade unions and diverse staff groups.

8 RISK

- 8.1 The following risks apply:
- 8.1.1 inconsistent Staff Voice practice leading to variable staff experience;
 - 8.1.2 low participation or under-represented voices reducing the quality of insight;
 - 8.1.3 limited feedback loops undermining trust ("you said, we did"); and
 - 8.1.4 failure to identify and respond early to organisational stress risks

9 RECOMMENDATIONS

- 9.1 Members are recommended to:
- 9.1.1 note the update on Staff Voice arrangements and planned enhancements;
 - 9.1.2 discuss what effective Staff Voice looks like in practice, drawing on their own experience;
 - 9.1.3 provide views on developments and how it can be strengthened; and
 - 9.1.4 support the continued development of Staff Voice, aligned to the College's Values and Employee Engagement Framework.

¹ For the purposes of this report, 'Equality' and 'Equalities' are used interchangeably to refer to equality, diversity and inclusion (EDI), equity, and the College's statutory obligations under the Equality Act 2010, including the Public Sector Equality Duty (PSED).

PEOPLE AND CULTURE COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Annual Health and Safety Report
REFERENCE	08
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To provide Members with a consolidated annual overview of Health & Safety performance, trends, and compliance across the College for the period August 2025 - July 2026.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Note the contents of the report and the health & safety progress made by the College over the past year.
RISK	• Failure to adhere to statutory and legislative health & safety requirements. • Insufficient staffing or training impacting service delivery. • Behavioural risks (e.g. vaping-related alarms) leading to operational disruption.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• Overall health and safety assurance remained strong throughout 2025-26, with no compliance failures and sustained progress across governance, training, fire safety, health surveillance and safety culture. • Performance improved during the latter part of the year, with total reported incidents reducing from 39 in Quarter 1 2026 to 19 in Quarter 2 2026. • One RIDDOR-reportable incident occurred during the year. No RIDDOR incidents were reported in the most recent quarter. • Near miss reporting increased significantly following the introduction of QR-code reporting, indicating a more proactive and mature safety culture. • The highest-risk operational areas continue to be practical curriculum environments, particularly Carpentry & Joinery, Hairdressing & Beauty and Construction-related workshops. • Fire safety remained a key strategic priority, with progress continuing to be made on Fire Warden arrangements, PEEPs, evacuation planning and refuge-point arrangements.

	• Health Surveillance arrangements were successfully introduced, strengthening compliance with occupational health legislation and improving workforce protection. • Significant progress was made in developing a positive health and safety culture through site walks, behavioural safety training, risk assessment reviews and strengthened communications. • Key strategic risks for 2026-27 remain delivery of the lift replacement programme, fire evacuation arrangements for mobility-impaired occupants, First Aid resilience and readiness for Martyn's Law.
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1. INTRODUCTION

- 1.1. This report consolidates quarterly Health & Safety updates into a single annual summary, highlighting trends, compliance, and areas for improvement.

2 BACKGROUND

- 2.1 Quarterly reports were presented to the HR Committee throughout the year. This annual report provides an aggregated summary of data and reviews insights.

3 OVERVIEW

3.1 Accident Trends

- 3.1.1 Health and safety performance remained stable across the reporting year, with evidence of improvement during the final reporting period. Incident activity peaked during Quarter 1 2026, reflecting increased practical learning activity across workshop-based curriculum areas, before reducing significantly during Quarter 2 2026.
- 3.1.2 The majority of reported incidents throughout the year continued to relate to non-work-related illness, medical conditions and student wellbeing matters rather than failures in workplace controls. This trend has remained consistent throughout the reporting periods and continues to place operational demand on First Aid resources.
- 3.1.3 Work-related incidents remained largely minor in nature and were concentrated within vocational learning environments.

3.2 Near Miss Analysis

- 3.2.1 One of the most positive developments during the year was the increase in near miss reporting. Reporting increased following the introduction of QR-code reporting, improved communications and increased organisational focus on hazard identification. Rather than indicating deteriorating safety performance, the increase reflects a healthier reporting culture and greater willingness among staff and students to identify hazards before they result in injury.
- 3.2.2 Reported near misses largely related to slip, trip and fall hazards, furniture defects, infrastructure issues and practical learning activities. The information gathered has enabled earlier intervention and corrective action, supporting the College's move from reactive incident management towards a more preventative safety approach. Whilst reporting levels have improved, further work remains to embed near-miss reporting across all areas of the College.

3.3 Departmental Risk Profile

- 3.3.1 Analysis of work-related incidents indicates that risk remains concentrated in practical curriculum environments where students are regularly exposed to machinery, tools, heat sources, manual handling activities and specialist equipment.
- 3.3.2 Carpentry & Joinery consistently recorded the highest number of incidents throughout the year, primarily involving cuts and equipment-related injuries. Additional PPE was identified and procured during the year, to minimise the exposure to cuts.
- 3.3.3 Hairdressing & Beauty also experienced elevated incident levels, predominantly burns associated with styling equipment and training activities.

- 3.3.4 Construction, Wet Trades and Building Services activities generated lower volumes but continue to present higher inherent risks due to the nature of the work undertaken.
- 3.3.5 While these areas continue to account for the majority of work-related incidents, evidence suggests that many incidents are linked to behaviour, competency and supervision factors rather than systemic failures in safety management arrangements. Consequently, ongoing interventions have focused on training, competency assessment, risk assessment review and strengthening local management accountability.

3.4 Injury Patterns

- 3.4.1 Work-related injury patterns remained broadly consistent throughout the reporting year. The most common injuries were cuts, burns, minor bruising, material ingressions and musculoskeletal strains. Cuts were particularly prevalent within Carpentry & Joinery and workshop environments, whilst burn injuries were predominantly associated with Hairdressing & Beauty and Hospitality activities. Musculoskeletal injuries were generally linked to lifting, handling and manual tasks undertaken within vocational settings.
- 3.4.2 The year also highlighted the continuing impact of student health issues on operational services. A significant proportion of First Aid interventions related to underlying health conditions, seizures, asthma, anxiety and other non-work-related health events. This remains an important operational consideration despite not representing a deterioration in workplace safety performance.

3.5 Housekeeping and Culture

- 3.5.1 The College continued to strengthen its health and safety culture throughout the year through site walks, enhanced safety communications, QR-code reporting, behavioural safety initiatives and increased management visibility. Particular focus was given to housekeeping standards, reporting culture, PPE compliance, risk assessment ownership and continuous improvement activities.
- 3.5.2 Site walks identified a range of housekeeping and environmental issues, including uneven surfaces, access concerns, storage arrangements and infrastructure defects.
- 3.5.3 Corrective actions have been implemented promptly through Facilities and local management. Increased reporting and engagement levels provide evidence that health and safety is increasingly embedded within day-to-day operations across the College.

3.6 Fire Safety

- 3.6.1 Fire safety remained one of the College's most significant strategic priorities throughout the reporting period. Activity focused on strengthening Fire Warden arrangements, implementing evacuation equipment, improving training, enhancing PEEP arrangements and developing a sustainable evacuation strategy that does not rely upon lift usage.
- 3.6.2 The lift replacement programme and associated accessibility considerations have required substantial review of evacuation arrangements for individuals requiring additional assistance. Currently, the College is adopting a revised approach centred on refuge points, evacuation chairs and enhanced PEEP processes. Significant work has been undertaken to assess refuge capacity, evacuation timescales and

operational feasibility. A third-party Fire Risk Assessment and independent review of health and safety arrangements will provide further assurance during 2026-27.

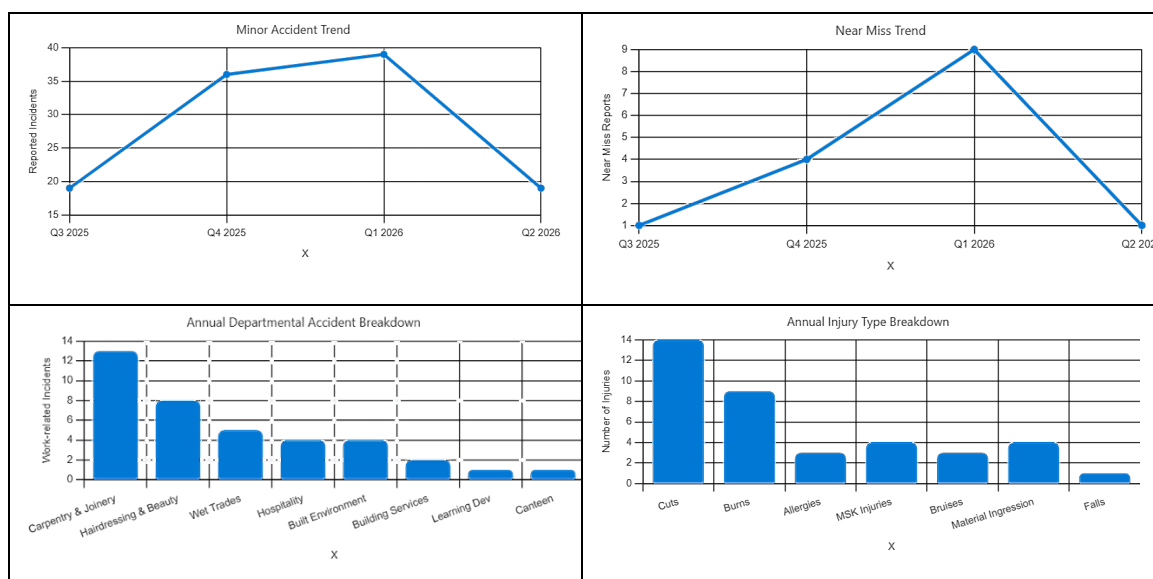
- 3.6.3 Overall, fire safety assurance remains positive. However, successful implementation of revised evacuation arrangements and completion of the lift replacement programme remain critical priorities for the forthcoming year.

4 ANNUAL DATA

- 4.1 Health & Safety performance improved during 2025-26, with incident levels reducing by 51% between Q1 and Q2 2026. Accidents remain concentrated within practical curriculum environments, while increased near miss reporting demonstrates a more proactive and mature health and safety culture.

- 4.2 The following graphs show annual breakdown of health and safety data.

4.3 Annual Data Graphs



5 EQUALITIES

- 5.1 There are no new matters for people with protected characteristics which arise from consideration of the report.

6 RISK

- 6.1 The following risks apply:

- 6.1.1 Failure to adhere to statutory and legislative health & safety requirements.
- 6.1.2 Insufficient staffing or training impacting service delivery.
- 6.1.3 Behavioural risks (e.g. vaping-related alarms) leading to operational disruption.

7 RECOMMENDATIONS

- 7.1 Members are recommended to:

- 7.2 Note the contents of the report and the health & safety progress made by the College over the past year.

PEOPLE AND CULTURE COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Quarterly People Update
REFERENCE	09
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To update Members on matters relating to College staff such as headcount capacity, capability and workforce sustainability.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: Note and question the updates relating to headcount capacity, employee wellbeing, capability and workforce sustainability.
RISK	The following risk is identified: Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning & development; and employee relations, could result in poor delivery for students.
RELEVANT STRATEGIC AIM:	People and Culture Development
SUMMARY OF REPORT:	- Increase to headcount: 9 new hires and 3 leavers in the period. - Ongoing recruitment efforts – both internal and external. - Successful implementation of Health Surveillance Programme. - Absence rate 5.1%, above sector average; long-term sickness accounts for 70.2% of absences. - Capacity shown by department to demonstrate varying levels of headcount capacity across the organisation. - Workforce capacity remains strong overall, with manageable vacancy and turnover levels, although attendance and long-term absence remain the main operational challenges. - Ongoing development of employee data provided to committee to improve overall insights.

1 INTRODUCTION

- 1.1 This report is designed to provide assurance regarding the College's workforce capacity, capability, and workforce sustainability and the extent to which these support delivery of the College's strategic priorities.
- 1.2 The College continues to demonstrate a high level of workforce assurance.
- 1.3 Workforce capacity remains sufficient to support learner outcomes and operational delivery. Organisational capability remains strong through effective governance, compliance and workforce development arrangements.
- 1.4 The most significant workforce risks relate to future sustainability rather than current performance. Key areas of focus include workforce demographics, employee wellbeing and external sector developments. These risks are understood, actively managed and subject to ongoing oversight.

2 CAPACITY

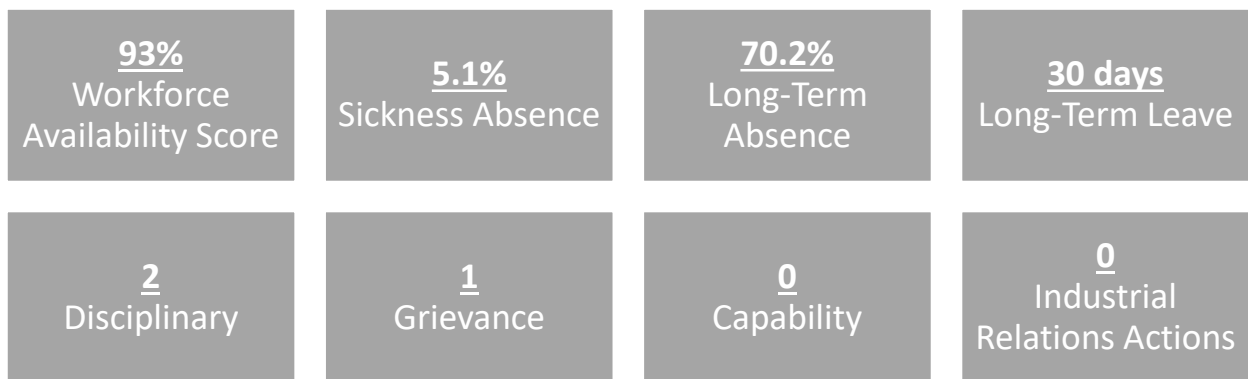
- 2.1 The College's capacity refers to its available versus allocated headcount to positively impact student success and the strategic priorities.

2.2 Insights

- 2.2.1 The College currently has sufficient workforce capacity to support learner outcomes, operational delivery and strategic priorities.
- 2.2.2 Current vacancy levels, turnover and workforce availability remain manageable and do not present a material risk at an organisational-wide level. Whilst attendance remains the principal workforce capacity challenge, current workforce resilience remains sufficient and ongoing interventions continue to mitigate risk.
- 2.2.3 Workforce availability remains stable across the College, with most departments operating within acceptable capacity levels.
- 2.2.4 Current employee relations activity remains manageable and there is no indication of significant workforce disruption. Absence levels remain above benchmark levels; however, the overall impact on organisational performance remains controlled through internal talent mobility, overtime, and wellbeing support.

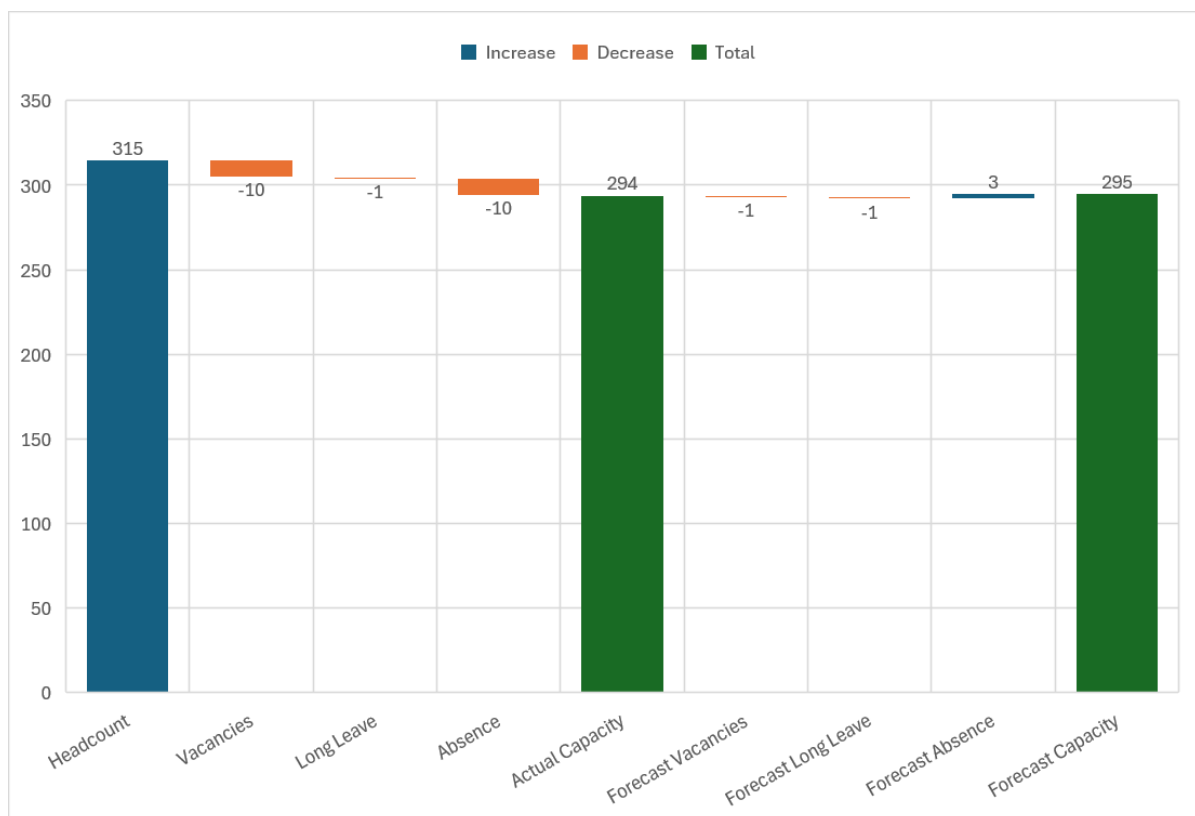
2.3 Supporting Evidence

2.3.1 Image 1: Capacity Dashboard



2.3.2 The following graph looks at the total headcount available, and reduces it by any vacancies, long leave or absence to get to the actual capacity available. A similar analysis then forecasts how the capacity will change over the next quarter, based on the available data.

2.3.3 Graph 1: Workforce Availability Overall



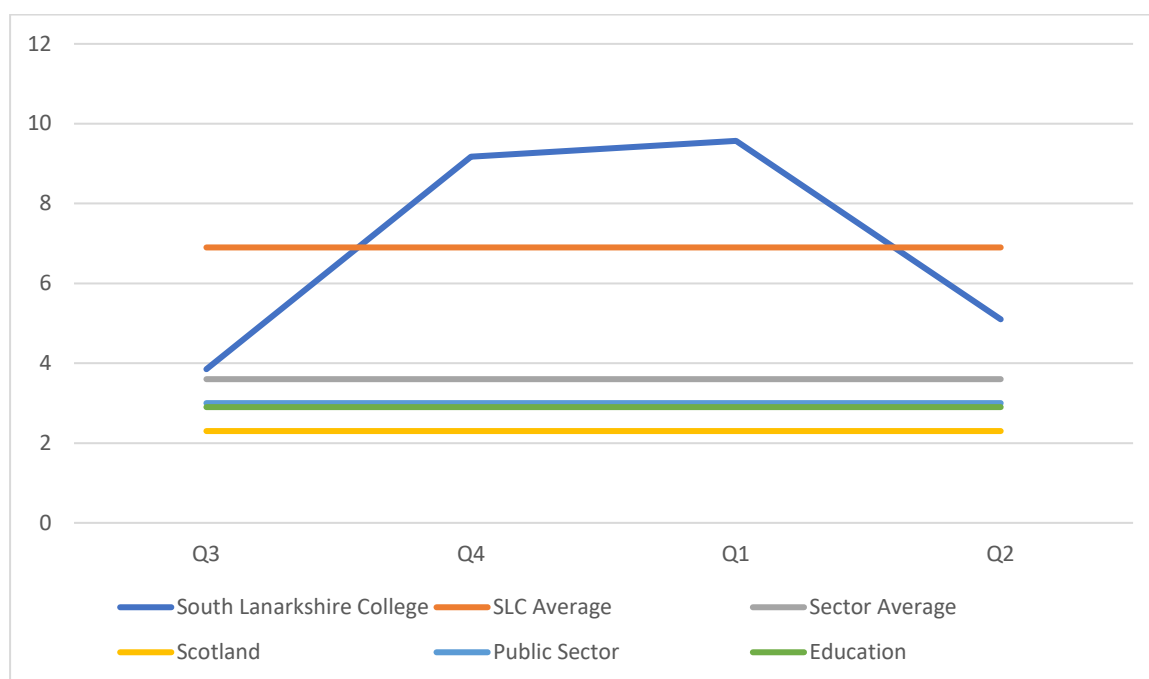
2.3.4 The following table replicates the calculation above at department level, focusing on the current capacity and the forecast capacity.

2.3.5 Table 1: Workforce Availability by Department

Area	Capacity Available	Forecast Capacity
Curriculum	● 96%	● 95%
Principalship	● 100%	● 100%
Student Services	● 97%	● 82%
Finance	● 56%	● 94%
Digital	● 100%	● 100%
People Services	● 90%	● 90%
Business Innovation and Development	● 80%	● 80%
Facilities	● 97%	● 94%

2.3.6 The following graph compares the College's average absence percentage against available information on the sector, Scotland-wide, overall public sector and overall education averages.

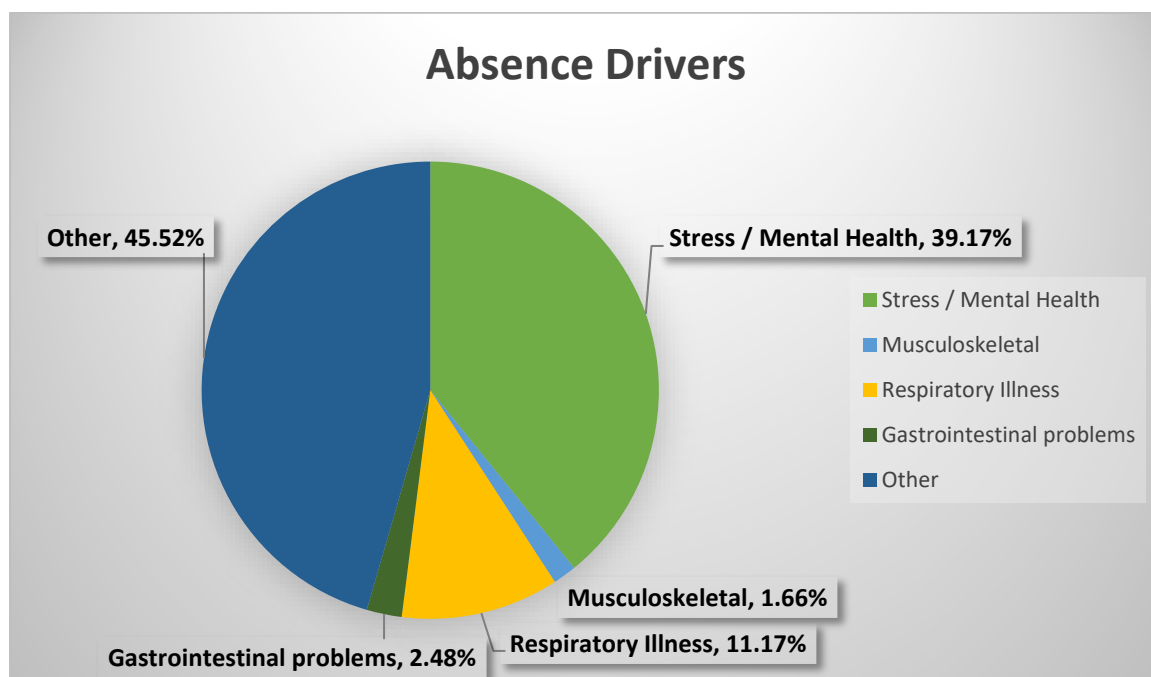
2.3.7 Graph 2: Rolling 12-month Absence Trends



2.3.8 Table 2: Attendance Performance Indicators

Key Performance Indicator	Previous Quarter	Current Quarter
Sickness Days Lost per FTE	5.74 days	3.06 days
Absence Rate (%)	9.57%	5.1%
Long-Term Absence (%)	67.3%	70.2%
Short-Term Absence (%)	11.0%	15.4%

2.3.9 Graph 3: Key Absence Drivers



2.4 Capacity Risks & Mitigations

2.4.1 The following table highlights the risks and mitigations for this section.

2.4.2 Table 3: Capacity Risks & Mitigations:

Risk	Mitigation
Specialist recruitment challenges	Specialist Headhunt Firms are assigned for roles that are harder to fill, such as senior finance roles.
Long-term absence	Occupational Health support, wellbeing interventions and case management. Earlier interventions can have the biggest impact for certain ill health reasons. Management skills and confidence in absence interactions are being developed through specific training courses, scripts and coaching.

2.5 Management Focus

2.5.1 Employee Wellbeing and Attendance

- 2.5.1.1 Attendance remains the most significant workforce capacity challenge.
- 2.5.1.2 Stress-related absence continues to represent the largest source of lost working time and remains the key factor driving attendance performance.
- 2.5.1.3 Continued investment in wellbeing, occupational health support, manager capability and early intervention activity remains a priority.

2.5.2 Finance Workforce Resilience

- 2.5.2.1 Resilience within the Finance function remains below the College average but improvement activity is underway.
- 2.5.2.2 Recruitment activity, workforce planning and role redesign continue to strengthen resilience, and the area remains subject to enhanced monitoring.
- 2.5.2.3 With the addition of a fixed-term headcount, two interim management replacements, and taking on a Consultant for review of the function, the department is stabilising in terms of capacity.

3 CAPABILITY

3.1 This section considers the full talent management of College staff.

3.2 Insights

- 3.2.1 Capability remains strong and provides assurance regarding governance, compliance, workforce development and organisational effectiveness.
- 3.2.2 The College continues to demonstrate high levels of compliance, workforce development arrangements and career review processes that support the delivery of strategic priorities.
- 3.2.3 Leadership development, mandatory learning, policy governance, health and safety arrangements and workforce development activity continue to support organisational effectiveness.
- 3.2.4 Compliance indicators remain strong and there is evidence of continuous improvement across organisational assurance activities.

3.3 Supporting Evidence

- 3.3.1 Image 2: Capability Dashboard

<u>TBC</u> Career Reviews	<u>TBC</u> Training Courses	<u>TBC</u> Other Learning	<u>100%</u> Leadership Development Participation
<u>84%</u> Staff Development Day Participation	<u>5</u> Teaching in College Today (TiCT) Cohort	<u>6</u> TQFE Cohort	<u>54%</u> GTSC Membership

3.4 Capability Risks & Mitigations

3.4.1 The following table highlights the risks and mitigations for this section.

3.4.2 Table 4: Capability Risks & Mitigations

Risk	Mitigation
Leadership succession gaps	Further management training and workforce planning framework to be developed and implemented.
Specialist skills shortages	Internal talent pathways and workforce development plans, as part of the competency framework
Workforce capability gaps in key roles	Workforce planning and refresher training programmes.

3.5 Management Focus

3.5.1 Workforce Agility and Internal Mobility

3.5.1.1 Workforce flexibility remains an opportunity for further development.

3.5.1.2 Planned competency framework development and workforce planning activity will enhance organisational resilience and reduce dependency on specialist individuals.

3.5.2 Leadership and Management Development

3.5.2.1 Opportunity to develop a tailored, structured pathway program, aligned to the competency framework, that develops skills, knowledge, and experience for leaders, managers and potential managers.

4 Workforce Sustainability

4.1 Insights

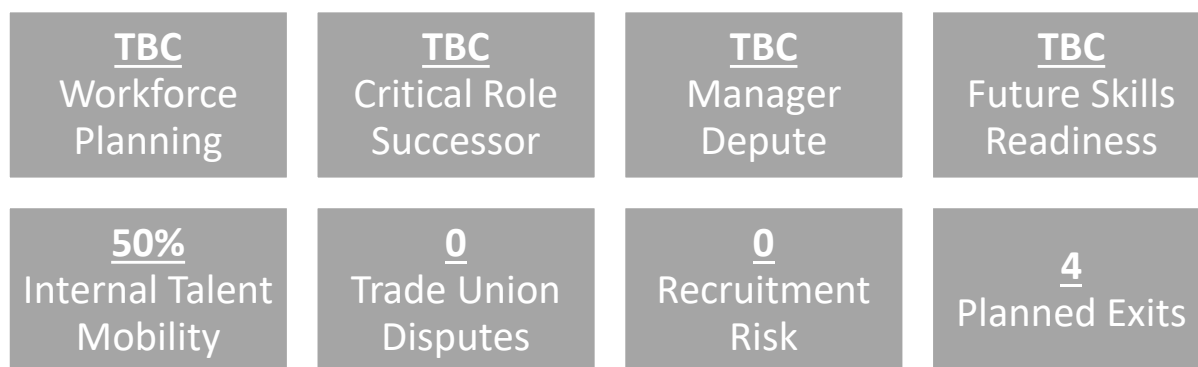
4.1.1 The College remains well positioned to meet future workforce requirements.

4.1.2 Future workforce success will depend on effective workforce planning, succession management, capability development and responsiveness to changing workforce and labour market conditions.

- 4.1.3 The College is in the process of establishing structured workforce planning, leadership development and organisational development arrangements that support long-term resilience.
- 4.1.4 Current workforce sustainability risks have been identified and mitigation plans are in place.

4.2 Supporting Evidence

4.2.1 Image 3: Workforce Sustainability Dashboard



4.3 Workforce Sustainability Risks & Mitigations

4.3.1 The following table highlights the risks and mitigations for this section.

4.3.2 *Table 5: Workforce Sustainability Risks & Mitigations*

Risk	Mitigation
National bargaining developments	Active engagement through College Employers Scotland and local partnership arrangements
Workforce profile	Workforce planning and forecasting.
Future skills requirements	Internal programmes, leadership programmes and targeted development pathways

4.4 Management Focus

4.4.1 Workforce Initiatives

4.4.1.1 A programme of strategic workforce initiatives continues to strengthen future workforce resilience, including Management & Leadership Development, Workforce Planning, Competency Framework, and the Staff Voice Programme.

5 EQUALITIES

5.1 There are no new matters for people with protected characteristics which arise from consideration of the report.

6 RISK

6.1 Failure to manage: the headcount; employee health and wellbeing; employee engagement; learning & development; and employee relations, could result in poor delivery for students.

7 RECOMMENDATIONS

Members are recommended to:

- note the contents of this report;
- take assurance from the overall insight presented;
- note the principle risks relating to workforce sustainability, employee wellbeing and demographic change; and
- note that appropriate mitigation arrangements are in place and subject to ongoing review.

PEOPLE AND CULTURE COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Quarterly Culture Update
REFERENCE	10
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To update members on the College's culture and, therefore, its impact in the delivery of student success and the College Strategy.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: • Note the contents of the report and the positive culture indicators presented; • Support the continued focus on employee engagement, recognition, wellbeing and belonging as strategic enablers of workforce performance; and • Take assurance that key culture-related risks have been identified and are subject to ongoing mitigation and monitoring.
RISK	• Engagement Variability: Maintaining consistent levels of staff engagement across all initiatives remains a risk, with varying participation and feedback levels observed. • Staff Voice and Leadership Engagement: There is a risk that staff confidence in engagement mechanisms may diminish. • Inclusion, Wellbeing, Belonging and Communication: Continued focus is required to mitigate risks associated with employee wellbeing, inclusion, sense of belonging, and effective organisational communication. • Recognition Framework: The absence of a formal Recognition Framework presents a risk to staff motivation, engagement and retention. • National Equality Outcomes: There is a risk that planned equality outcomes are not fully or partially achieved without sustained focus, monitoring and targeted action. Ongoing oversight and project management through the Equality Group will support delivery of the National Equality Outcomes and associated action plans.
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• The College continues to demonstrate a positive and inclusive culture, underpinned by strong employee

	engagement, effective partnership working and constructive relationships with recognised trade unions. • Two Staff Development Days and a Staff Conference were delivered during the reporting period, achieving engagement scores ranging from 51.4% to 88.6%, with an average score of 70%. The year-end development event received particularly positive feedback from colleagues. • Employee wellbeing remains positive overall, supported by occupational health referrals, access to counselling services and the introduction of additional employee voice mechanisms to strengthen feedback and engagement opportunities. • Work is progressing across the College's Equality Outcomes, with approximately 40% of progression across all outcome areas in the gap-identification phase. Delivery is being coordinated through the Equality Group to support future progress and achievement. • Ongoing priorities include sustaining staff engagement, maintaining psychological safety, strengthening inclusion, wellbeing, belonging and communication, introducing a College-wide Recognition Framework, and progressing delivery of the National Equality Outcomes.
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1 INTRODUCTION

- 1.1 This report is designed to provide assurance regarding the College's culture and the extent to which it supports the delivery of the College's strategic priorities.
- 1.2 Employee engagement, wellbeing, inclusion, belonging, and partnership working continue to represent the College's strengths.

2 CULTURE

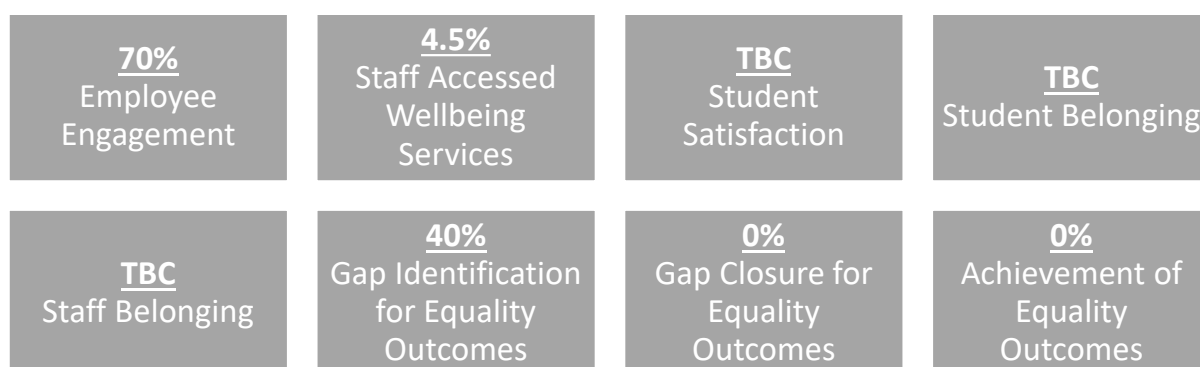
- 2.1 This paper considers the College's shared values, behaviours and everyday practices that shape how people experience work, contribute, and succeed within the College. It is fostered through the Employee Engagement Framework and reflected in the extent to which colleagues and students feel respected, included and able to belong, while supporting delivery of the College's equality outcomes ¹and commitment to fairness, dignity and opportunity for all.

2.2 Insights

- 2.2.1 The College continues to demonstrate a positive, engaged and inclusive organisational culture.
- 2.2.2 Constructive workplace relationships, positive employee engagement and strong partnership working continue to support organisational resilience and performance.
- 2.2.3 Employee voice, inclusion activity, wellbeing initiatives and effective partnership arrangements continue to contribute positively to workplace culture.
- 2.2.4 Formal employee relations activity remains manageable and recognised trade union relationships continue to operate constructively.

2.3 Supporting Evidence

- 2.3.1 Image 1: Culture Dashboard



¹ The College's Equality Outcomes are based on the National Equality Outcomes issued by the Scottish Funding Council

2.3.2 The following table highlights each of the equality outcome themes that the College is focussed on, and identifies the status of each outcome, from identifying each gap, through to closing the gaps and concluding with full achievement of the equality outcome, if possible.

2.3.3 Table 1: National Equality Outcomes

Objective	Equality Outcome	Identify Gaps	Gap Closure	Achieved
2	Under-19 Student Success	In progress		
3	Mental Health Outcomes	In progress		
4	Disability Support	In progress		
5	Disability Belonging	In progress		
6	Disability Representation	In progress		
7	Trans Belonging	In progress		
8	Race Equality	In progress		
9	Racial Attainment	In progress		
10	Diverse Leadership	In progress		
11	Diverse Workforce	In progress		
12	Reporting Confidence	In progress		
13	Reporting Violence & Abuse	In progress		
14	Preventing Violence & Abuse	In progress		
15	Men's Mental Health	In progress		
16	Gender Balance	In progress		
17	LGBTQ+ Belonging	In progress		

2.4 Culture Risks & Mitigations

2.4.1 The following table highlights the risks and mitigations for this section.

2.4.2 Table 2: Culture Risks & Mitigations:

Risk	Mitigation
Engagement variability	Staff Voice activity and leadership engagement
Maintaining psychological safety	Continued focus on inclusion, wellbeing, belonging and communication
Lack of Recognition Framework	Implementing a cross-college working group to implement a recognition framework
Achievement of the National Equality Outcomes	Ongoing project management of these through the Equality Group.

2.5 Management Focus

2.5.1 Wellbeing and Resilience

- 2.5.1.1 Employee wellbeing remains positive overall; however, stress-related absence continues to require ongoing attention.
- 2.5.1.2 Targeted interventions continue to support sustainable workforce wellbeing and employee experience.
- 2.5.1.3 Four engagements took place with occupational health, to obtain medical advice to support employees.
- 2.5.1.4 Ten employees accessed the employee assistance program counselling service, all of which received “in the moment” support. Of these, five referrals progressed to structured therapy, resulting in thirty-six therapy sessions being delivered. While the numbers accessing the service is low, it demonstrates targeted access by staff requiring support.
- 2.5.1.5 The addition of three employee voice mechanisms will further enable staff to raise areas of concern.

2.5.2 Engagement Activities and Feedback

- 2.5.2.1 During the reporting period, the College delivered two Staff Development Days and a Staff Conference. Feedback was gathered after each event to measure engagement and identify opportunities for improvement.
- 2.5.2.2 Overall engagement scores ranged from 51.4% to 88.6%, with an average score of 70%, based on an average 20% response rate.
- 2.5.2.3 The year-end Staff Development Day focussed on team building, wellbeing and networking, with several colleagues describing it as the best staff development event they had attended.
- 2.5.2.4 A Health & Safety session delivered by an experienced Health & Safety Lawyer was particularly well received, increasing awareness of individual responsibilities and encouraging greater focus on key activities, including risk assessments.
- 2.5.2.5 A staff Q&A session highlighted opportunities to improve on communication, organisational change and staff involvement. The session was held in three groups to encourage open and constructive dialogue.
- 2.5.2.6 Feedback recognised that, although policy and procedure learning can be challenging to engage with, the interactive and gamified approach was an effective method of improving participation and understanding.
- 2.5.2.7 Staff and trade union colleagues acknowledged the need for focused development in these areas and responded positively to the approach taken.

3 EQUALITIES

- 3.1 There are no new matters for people with protected characteristics which arise from consideration of the report.

4 RISK

- 4.1 The following risks apply:

- 4.1.1 Engagement Variability: Maintaining consistent levels of staff engagement across all initiatives remains a risk, with varying participation and feedback levels observed.

- 4.1.2 Staff Voice and Leadership Engagement: There is a risk that staff confidence in engagement mechanisms may diminish.
- 4.1.3 Inclusion, Wellbeing, Belonging and Communication: Continued focus is required to mitigate risks associated with employee wellbeing, inclusion, sense of belonging, and effective organisational communication.
- 4.1.4 Recognition Framework: The absence of a formal Recognition Framework presents a risk to staff motivation, engagement and retention.
- 4.1.5 National Equality Outcomes: There is a risk that planned equality outcomes are not fully or partially achieved without sustained focus, monitoring and targeted action. Ongoing oversight and project management through the Equality Group will support delivery of the National Equality Outcomes and associated action plans.

5 RECOMMENDATIONS

5.1 Members are recommended to:

- 5.1.1 Note the contents of the report and the positive culture indicators presented;
- 5.1.2 Support the continued focus on employee engagement, recognition, wellbeing and belonging as strategic enablers of workforce performance; and
- 5.1.3 Take assurance that key culture-related risks have been identified and are subject to ongoing mitigation and monitoring.

PEOPLE AND CULTURE COMMITTEE

DATE	3 September 2026
TITLE OF REPORT	Quarterly Health & Safety Update
REFERENCE	11
AUTHOR AND CONTACT DETAILS	Gary McIntosh, Head of People Services gary.mcintosh@slc.ac.uk
PURPOSE:	To update members on health and safety matters in the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are requested to: • note the continued work to improve the health and safety culture at the College; • note the health surveillance approach being taken; and • note the fire risk management activities to support the temporary unavailability of a fire evacuation lift
RISK	• That there is a failure to adhere to statutory and legislative health & safety requirements. • That there will be accessibility issues should lift 2 fail • Compliance: Health Surveillance Risk Assessment to conclude and be implemented (COSHH, Noise & Vibration).
RELEVANT STRATEGIC AIM:	• People and Culture Development
SUMMARY OF REPORT:	• Overall data: 19 incidents were reported during the quarter, including 6 work-related incidents and 11 first aid cases, with 0 RIDDOR incidents and 0 fire evacuations. • Fire safety and accessibility remain a key priority, with revised evacuation arrangements, PEEPs, refuge capacity reviews, and mitigation measures progressing in the absence of a fire evacuation lift. • Health surveillance has commenced successfully, with 7 completions recorded and a further 84 planned, although participation levels require continued management attention. • First aid resilience has reduced following the loss of three First Aiders, with recruitment activity and alternative delivery models being explored to maintain sustainable coverage. • Strategic focus areas are Martyn's Law readiness, the lift replacement programme, and strengthening health and safety culture, including increased near-miss reporting (1 near miss reported), risk assessment ownership and staff training.

1 INTRODUCTION

- 1.1 This report is designed to provide assurance regarding the College's health & safety management and the extent to which this supports delivery of the College's strategic priorities.
- 1.2 The College continues to demonstrate a high level of health & safety assurance.
- 1.3 The College's Health & Safety Committee met on 20th August 2026 to review the quarterly data from 1 April 2026 to 30 June 2026, review other updates and participate in discussion items. Details of this meeting are summarised below, and the minutes of the meeting are included in the appendix of this paper.
- 1.4 Health and Safety performance remains stable with improving incident trends and strong statutory compliance. The key areas of focus are strengthening fire evacuation arrangements, improving first aid resilience, progressing health surveillance participation, and ensuring readiness for both the lift replacement programme and forthcoming Martyn's Law requirements.

2 Health & Safety Committee Updates

2.1 Insights

- 2.1.1 Overall assurance remains positive, with no RIDDOR incidents, no fire evacuations, and continued reductions in accident levels compared to previous reporting periods.
- 2.1.2 Fire safety is the immediate priority, with revised evacuation procedures, Fire Warden coverage, PEEPs arrangements and refuge point processes requiring completion before full student return, including the removal of a fire lift from the College's fire evacuation plans. A third-party Fire Risk Assessment will take place in September 2026.
- 2.1.3 The College will commission an independent third-party review of health and safety arrangements, alongside the annual Fire Risk Assessment, to provide assurance on compliance, risk management and opportunities for continuous improvement.
- 2.1.4 First Aid resilience requires attention, following the loss of three First Aiders. Recruitment and alternative operating models are being explored to ensure sustainable coverage.
- 2.1.5 Training and competency arrangements are strengthening, with IOSH Managing Safely, Occupational Health & Wellbeing training progressing, annual Health & Safety refresher requirements in place, and positive feedback received on behavioural safety training delivered at the recent Staff Development Day.
- 2.1.6 Health Surveillance has commenced successfully, although participation levels require continued management and engagement.
- 2.1.7 Statutory maintenance compliance remains on track, with LOLER inspections, gas safety testing, lift inspections and planned maintenance completed.
- 2.1.8 Martyn's Law preparedness is progressing, with consideration being given to an enhanced emergency communications and evacuation solution ahead of the April 2027 compliance deadline.

- 2.1.9 Lift replacement programme remains a significant strategic and accessibility project, with a temporary accessible lift, refurbishment of both existing lifts, assessment of future lift requirements, and delivery extending through 2027. The project will require ongoing monitoring of accessibility, evacuation and operational impacts throughout implementation.
- 2.1.10 Health & Safety culture remains a focus, particularly increasing near miss reporting and embedding risk assessment ownership across all areas.

2.2 Supporting Evidence

2.2.1 Image 1: Health & Safety Dashboard



2.3 Health & Safety Risks & Mitigations

2.3.1 The following table highlights the risks and mitigations for health & safety.

2.3.2 Table 1: Health & Safety Risks & Mitigations

Risk	Mitigation
Martyn's Law	Reviewing software to enable the College to uphold its duties and to manage related incidents.
Fire Lift	Changing the approach to fire evacuation, from a "fire-lift-first" approach to focussing on refuge points as the priority, and the evacuation chairs as a back-up.

2.4 Management Focus

2.4.1 Martyn's Law – Audibant system

- 2.4.1.1 The College is currently progressing its procurement activities with Audibant, to ensure compliance with Martyn's Law and further enable the College's ability to navigate any invacuation, lockdown, or managed evacuation process.
- 2.4.1.2 [Audiebant](#) Control is a unified online portal and mobile application used to manage emergency alerts, live voice broadcasts, smart zone messaging, and daily public announcements across sites like schools, colleges, and public spaces. They deal

with many schools and colleges across the UK. Access their college brochure [here](#) and a system demo [here](#).

2.4.1.3 The system comes with:

- 2.4.1.3.1 Unified Dashboard: Combines administration, user management, and communications into a single portal.
- 2.4.1.3.2 Real-Time Broadcasting: Sends instant text-to-speech messages, emails, SMS, or live voice calls to specific zones or entire premises. This addresses invacuation as well as evacuation. It could also form part of our Fire evacuation procedure.
- 2.4.1.3.3 Smart Zoning: Target audio or visual messages to exact locations without disrupting other areas. This helps control incidents by location and as above would help control fire evacuations.
- 2.4.1.3.4 Scheduling: Automate recurring daily notices, event changes, or routine reminders etc.

2.4.2 Fire Evacuation Planning

- 2.4.2.1 The Committee reviewed interim evacuation arrangements for individuals unable to use stairs, recognising that the College's lifts cannot currently operate as fire lifts.
- 2.4.2.2 Final adjustments to the fire evacuation plans are being made based on refuge point capacity.
- 2.4.2.3 Subsequently, PEEPs will be developed based on the new plan, including clarification of the use of evacuation chairs and refuge points, and ensure arrangements remain safe, inclusive and operationally effective. PEEPs for all returning students will be completed in the first weeks of term, and additional liaison is underway with key area who may have students with learning difficulties or disabilities.
- 2.4.2.4 Any deviation between the supply of refuge point capacity and the demand of the refuge points, identified through PEEPs will be reviewed and managed accordingly.
- 2.4.2.5 Members considered the practical and wellbeing implications of evacuation arrangements for individuals with mobility, sensory or other accessibility needs, including the suitability of refuge areas and evacuation chairs during emergency situations.

3 EQUALITIES

- 3.1 The reviewed fire evacuation procedures have been reviewed in line with the Equality Act 2010. No adverse impacts on any protected group have been identified. The procedures include appropriate measures to support individuals who may require assistance during an evacuation, such as Personal Emergency Evacuation Plans (PEEPs), accessible communications, and staff training. The arrangements will be regularly reviewed to ensure they remain inclusive, effective, and compliant with statutory requirements.

4 RISKS

- 4.1 That there is a failure to adhere to statutory and legislative health & safety requirements.
- 4.2 That there will be accessibility issues should lift 2 fail
- 4.3 Compliance: Health Surveillance Risk Assessment to conclude and be implemented (COSHH, Noise & Vibration).

5 RECOMMENDATIONS

5.1 Members are requested to:

5.2 note the continued work to improve the health and safety culture at the College;

5.3 note the health surveillance approach being taken; and

5.4 note the fire risk management activities to support the temporary unavailability of a fire evacuation lift

Appendix A – Data Considered at the Health & Safety Committee

Table A1: Incident Summary

Summary of Incidents from April to June		
Incidents Category	Numbers of Incidents	First Aid Administered
Non-work-related sickness, injury or underlying health condition	13	5
Work Related	6	6
Break Down of Work-Related Incidents	Number of Incidents	First Aid Administered
Work-related cuts	1	1
Work related Musculoskeletal Injury	0	0
Work-related burn	1	1
Work-related allergy	2	2
Work related fall	0	0
Work-related bruise/sprain	1	1
Work-related Material Ingression	1	1
TOTAL	6	6

Chart A1: Frequency of Incident Category, 2nd Quarter 2026

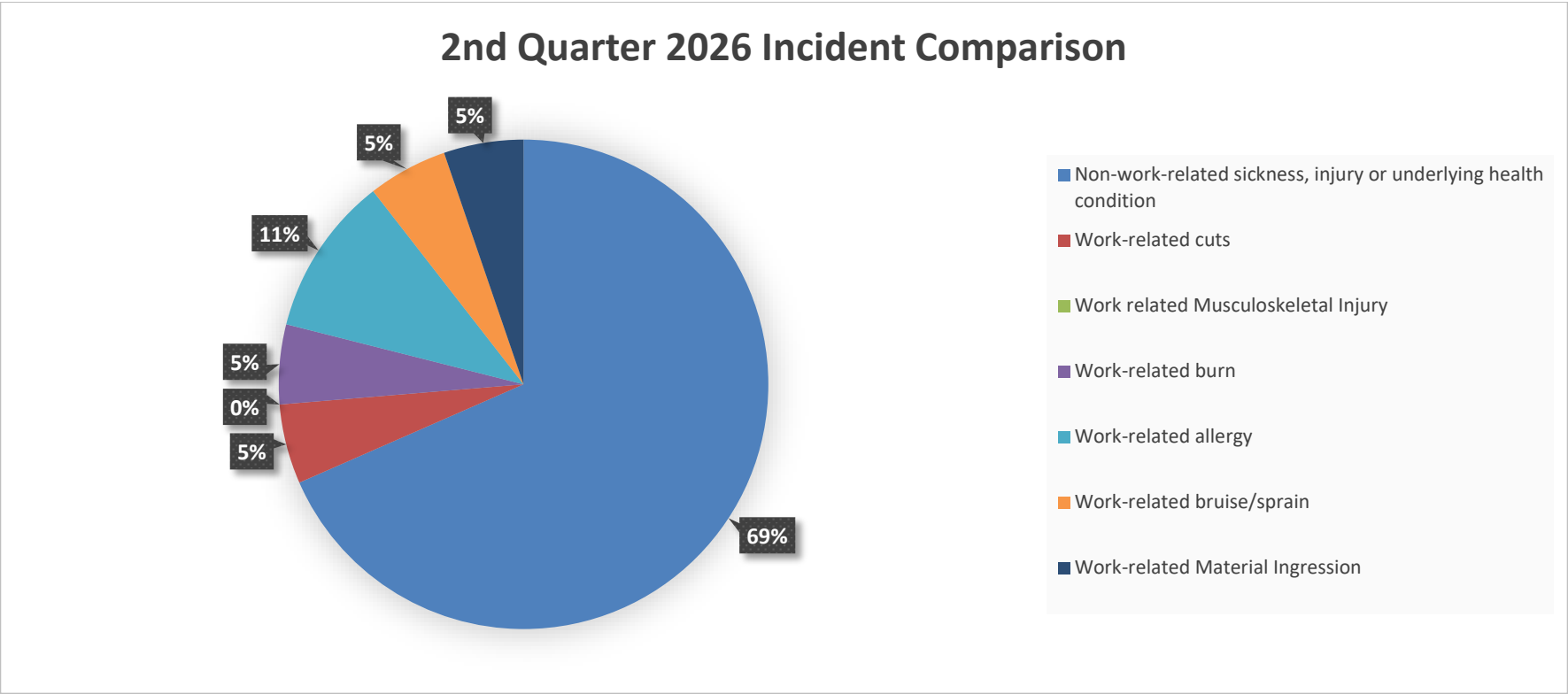


Chart A2: Comparison between 4th Quarter 2025, 1st Quarter 2026 and 2nd Quarter 2026

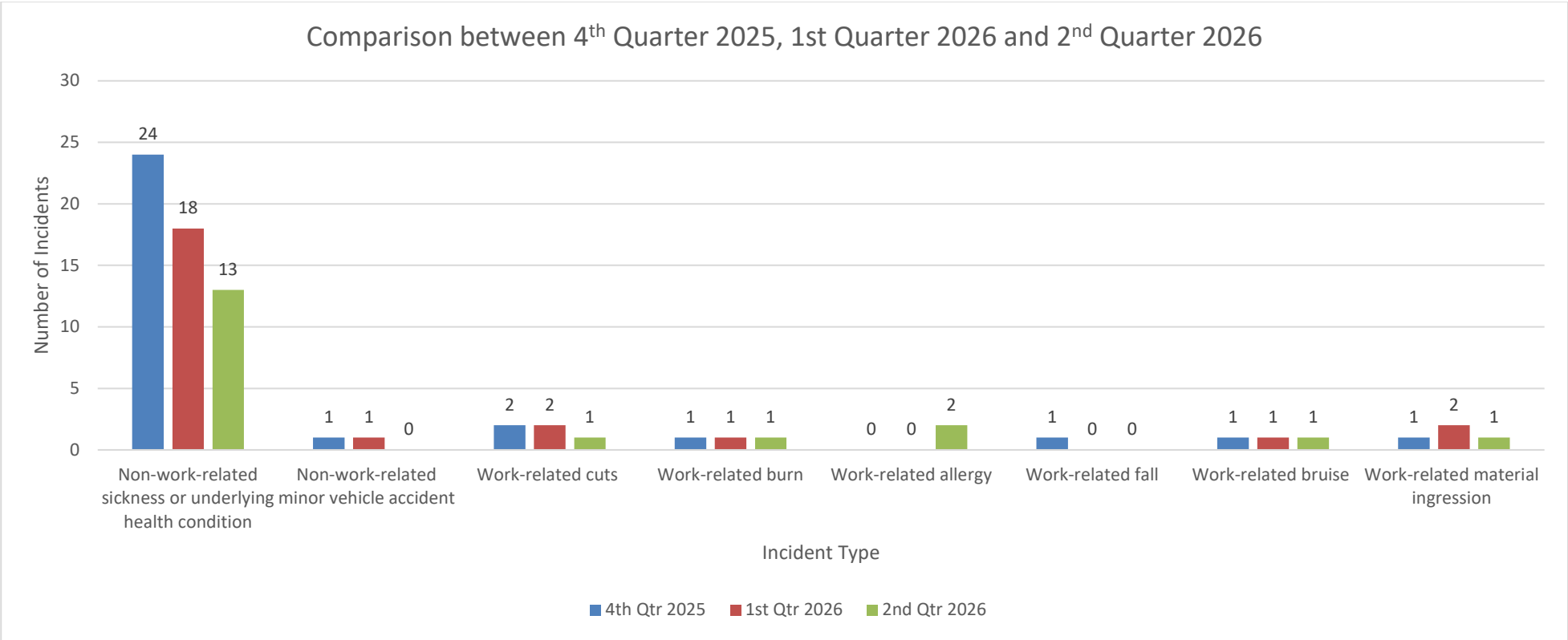


Chart A3: Departmental comparison of work-related accidents

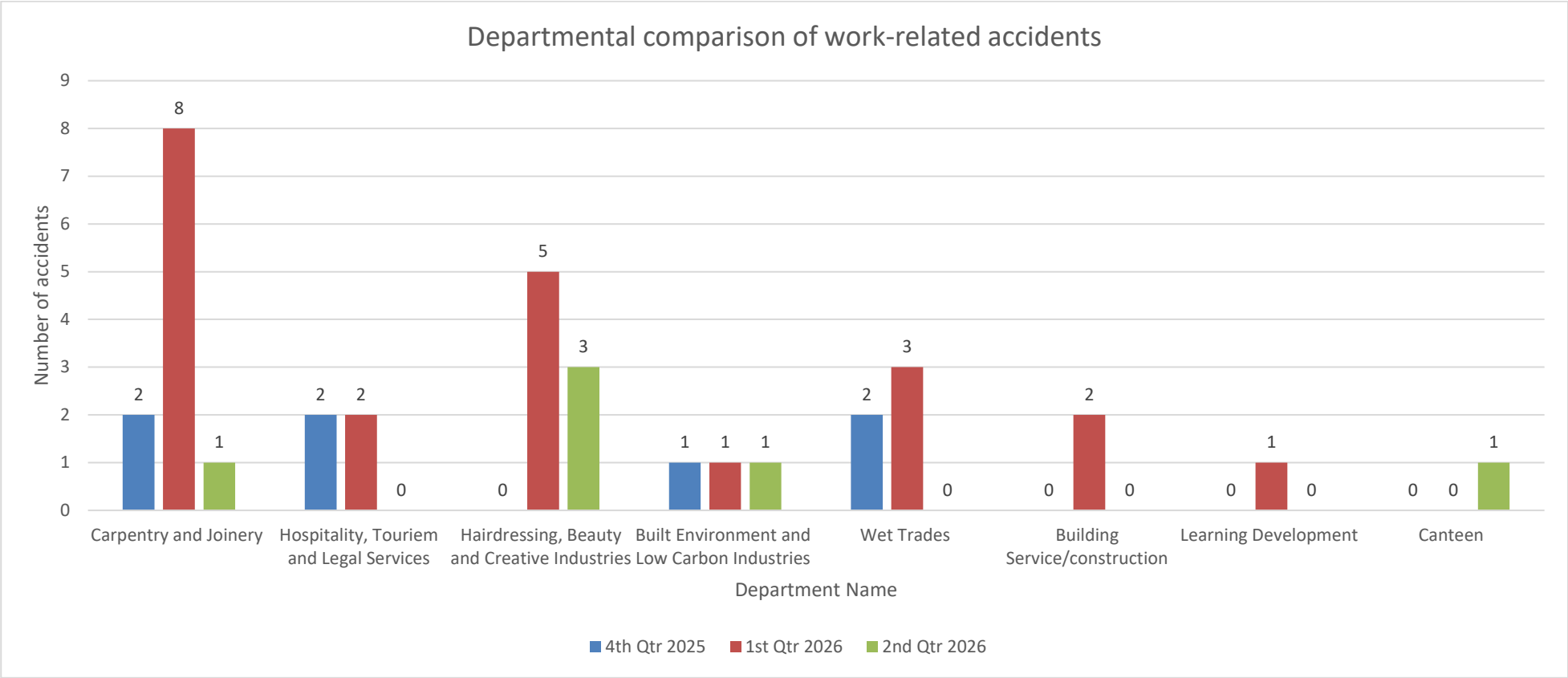


Table A2: Number of Staff Health and Safety Inductions

Number of New Starts in 2 nd Quarter 2026	Number of Health and Safety Inductions Delivered in 2 nd Quarter 2026
11	7

Table A3: Near Miss Incidents

Location of incident:	Date of incident:	Time of incident:	Incident Description	Completed actions to prevent reoccurrence
G79	23/04/2026	2.30	Student not wearing appropriate safety-goggles for eye prevention. Risk of wood / sawdust entering the eye.	Lecturer reminded student about wearing PPE.

Appendix B – Accident Summary

April/May/June 2026			
Accident Date	Location	Accident Description	First Aid/Hospital
01/04/2026	Car Park	Staff Member's unattended car was hit in the car park between parking at 8:30 and leaving at 4:35 pm. The driver of the car/van that hit mine left no note. Car taken to a repair centre and it's estimated to cost approx. £600 to repair. Damage includes dent in fender, scratches along passenger door, fender and alloy wheel. Staff Member suspects it may have been a van that had parked next to car in the morning but CCTV is being checked.	No
07/05/2026	South Lanarkshire College	Student accidentally scraped a van while parking	No
29/05/2026	South Lanarkshire College	Car accident, student reversed out a space as someone was driving in junction	No
29/05/2026	Car park	White BMW reversed into student's red Corsa causing scratches and dents	No
23/04/2026	G79	Student thinks that he might have gotten a piece of wood/sawdust in his right eye during a skills test.	Yes
28/04/2026	Bistro area	Student was opening his glass lunch box, which he had not realised had smashed in his bag until he noticed that his finger was cut.	Yes
05/05/2026	Mandy Murray's room	There was a dull constant pain in the student's chest and sometimes this would follow up with a quick stabbing pain. There was a pain in the top of the arm too	No

April/May/June 2026

Post-meeting amendment note: It was highlighted that the incident above (dated 05/05/2026) was actually relating to a member of staff and not a student, and that First Aid was also involved.

12/05/2026	On way back to college	Student burned hand on food. Sauce from Chinese spilled out of box and stuck to skin	Yes
15/05/2026	220	Student has come into college after having a toner put on her hair on Wednesday and had had a delayed allergic reaction. Student has a swollen eye and throat feels itchy. Student was skin tested prior to application and skin test was clear. Student has previously had an allergic reaction to colour.	Yes
18/05/2026	Room 223	Visitor experienced discomfort during her bikini wax ,while the wax strip was being removed, the skin became red and irritated leading to pain, bruising and a rash.	Yes
21/05/2026	222 Hair and Beauty Salon	While using the Curling tong, student got a minor burn when the hot part of the tong touched her fingertip	Yes
29/05/2026	not known	Student attended college on the 29th May and had an allergic reaction to the gloves or the nail products that she was using. She did not report this on Friday but came to the first aider to get a cold press for her hand as this was still sore, swollen and itchy.	Yes
04/06/2026	3:00 pm	Student was lifting a slab when it fell on her foot. No swollen at the time of report but there was redness and bruise	Yes
16/06/2026	09:00	Staff member cut the tip to the side of her nail with a knife in the kitchen.	Yes

April/May/June 2026			
24/06/2026	10.20	Staff member fell on the inflatable assault course and sprained ankle	Yes
22/04/2026	11:45	Student broke fingers a week ago. Says it's painful and his head hurts and he feels weird. Says he is going to the doctor	No
11/05/2026	10:45	Student was feeling shaky and unwell. He was reluctant to go home but decided at 12pm that it would be best if he left, as he wasn't feeling any better after having some food and Lucozade.	No
21/05/2026	14:30	Student says she has heavy feeling in chest. Doesn't want to go to hospital. Wanted me to take her blood pressure. "Stuck" feeling in chest.	Yes
29/05/2026	11:40	Student told Lecturer that he was feeling sick and lightheaded due to lack of sleep as he is staying at his mum's house. Student had autism and ADHD and is currently attending regular counselling. Discussion took place with Lecturer and member of staff from Student Services after the student went home, regarding his home life, and staff member stated that they know the student well and added Lecturer's input to his records.	No

Appendix C – Minutes of Health & Safety Committee

Health & Safety Committee Minutes

Meeting of the Health & Safety Committee on 20th August 2026 at 11am in the Board Room at South Lanarkshire College and on Microsoft for members not in person.

Attendees:	Apologies:
• Stella McManus – Principal and Chief Executive • Elaine McKechnie – Vice Principal, Finance, Resources and Sustainability • Gary McIntosh – Head of People Services, Health and Safety Committee Chair • Fiona MacCormick – Depute Head of People Services • Tony McCluskey – Health and Safety Advisor • Chelsea Coleman – People Services Advisor • Wilma Macleod – Head of Curriculum • James Jamieson – Depute Head of Curriculum • Pauline Heeley – Curriculum and Quality Manager • Joanne Beever – Curriculum and Quality Manager • Graham Paterson - Curriculum and Quality Manager • Cheryl Robertson - Curriculum and Quality Lead • Craig Ferguson – Head of Facilities (Remote Attendance) • Fraser McCormick – Curriculum & Quality Manager (Interim) • Mandy Murray – Depute Head of Student Services • Caroline Paterson – People Services and Executive Administrator	• Deborah Lawson - Depute Head of Facilities • Hayley Mullan - Student President

Unconfirmed Minutes

Item	Agenda Item	Minute
1	Introduction	The Committee received the Health & Safety report covering the reporting period 1 April to 30 June 2026 and noted the contents.
2	Apologies for Absence	Apologies were recorded.
3	Previous Minutes	The minutes of the previous meeting were reviewed and approved as an accurate record.
4	Review of Actions	The Committee reviewed outstanding actions. Good progress was noted across fire safety, training, PEEPs, IOSH training procurement and estate maintenance actions. Several actions remain ongoing and have been carried forward.

5	Fire Risk Management	Members noted progress with the annual Fire Risk Assessment and review of evacuation arrangements. The Committee agreed that updated fire evacuation procedures must be finalised before the return of students.
6	Incident, Accidents and Near Misses	The Committee noted that 19 incidents were reported during the period and that no RIDDOR-reportable incidents occurred. Members welcomed the reduction in incident levels and discussed opportunities to further strengthen near miss reporting and communication.
7	First Aid Management	Members noted that current arrangements remain compliant, but that resilience has reduced following the withdrawal of three First Aiders. The Committee supported further recruitment and consideration of alternative operating models.
8	Training	The Committee noted progress with the mandatory training and procurement progression for IOSH management training programmes. Positive feedback from the behavioural safety session delivered during Staff Development Day was also noted.
9	Health Surveillance	Members received an update on the introduction of health surveillance arrangements through Salus. The Committee noted positive engagement levels overall and agreed that managers should continue to promote participation.
10	Site Walks	Members noted that site walks will recommence following the summer break and that a walk had been scheduled with management and trade union representatives.
11	Health & Safety Culture	The Committee received an update on risk assessment completion, behavioural safety activity and health and safety communications. Members agreed that central committee storage arrangements for risk assessments should be established.
12	Facilities Update	The Committee noted completion of statutory inspections, maintenance programmes and ongoing compliance activity across the estate. Additional actions were agreed regarding deep-cleaning arrangements and quality assurance.
13	Lift Replacement Programme	Members received an update on the lift replacement project, temporary lift arrangements and accessibility considerations. The Committee requested regular project updates as planning progresses.
14	Fire Evacuation and Refuge Arrangements	Members considered interim arrangements for occupants unable to use stairs during an evacuation. The Committee agreed that further work is required to review PEEPs, refuge capacity and sector good practice.
15	First Aid Arrangements (Review)	Members discussed long-term options for First Aid provision, including expansion of the existing model and alternative approaches. Recruitment of additional First Aiders was supported, and further benchmarking work was agreed.
16	Invacuation Procedures and Martyn's Law Readiness	Members considered the potential benefits of an integrated emergency communications platform to support invacuation arrangements and future legislative compliance. Further appraisal will be progressed through normal governance processes.
17	Any Other Business	Members discussed visitor management, security visibility, access control arrangements and planned improvements to door access systems. The Emergency Plan review was noted.

18	Date of Next Meeting	The next meeting will take place on 28 October 2026 at 2.30pm.
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Action Log

Ref	Action	Owner	Due Date
4.1	Update Fire Risk Assessment review.	Tony McCluskey	25 September 2026
5.1	Issue revised Fire Evacuation Procedure to all staff and train Fire Wardens.	Tony McCluskey	28 August 2026
5.2	Identify additional Fire Wardens and backup cover, including gate coverage arrangements.	Tony McCluskey	28 August 2026
7.1	Issue September First Aid rota.	Tony McCluskey	31 August 2026
9.1	Provide managers with guidance supporting staff engagement with health surveillance activity.	Fiona MacCormick	28 October 2026
11.1	Create Teams repository for risk assessments.	Caroline Paterson	28 October 2026
11.2	Develop process for recording training activity.	Fiona MacCormick	28 October 2026
11.3	Issue staff communication encouraging near miss reporting, via digital channels.	Tony McCluskey	September 2026
12.1	Complete outstanding deep cleans and provide cleaning standards framework to Committee.	Craig Ferguson	28 October 2026
13.1	Provide regular updates on lift replacement project progress.	Craig Ferguson	Ongoing
14.1	Benchmark evacuation and refuge arrangements with sector networks and colleges.	Tony McCluskey / Craig Ferguson	28 October 2026
14.2	Review PEEPs, refuge arrangements and capacity requirements.	Tony McCluskey	28 October 2026
15.1	Benchmark First Aid operating arrangements with other colleges.	Tony McCluskey	28 October 2026
15.2	Launch recruitment campaign for additional First Aiders.	Fiona MacCormick	September 2026
17.1	Include visitor sign-in reminder in staff communications.	Mandy Murray	Next Staff Newsletter
17.2	Confirm implementation timetable for door access project.	Chris Sumner	28 October 2026
17.3	Add Room G71 and Hospitality workrooms to access control programme scope.	Craig Ferguson	28 October 2026
17.4	Reminder to use QR codes to report near miss information, and to report maintenance and facilities matters to facilitieshelpdesk@slc.ac.uk	All	Ongoing