

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                              |                                  |            |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------|
| <b>Committee</b>                                                 | Human Resources Committee                                                                                                                                                                                                                                                                                                                                                                    |                                  |            |
| <b>Date paper prepared</b>                                       | 20/05/2026                                                                                                                                                                                                                                                                                                                                                                                   | <b>Date of committee meeting</b> | 27/05/2026 |
| <b>Subject</b>                                                   | College HR Committee – People and Culture Strategy Update Report                                                                                                                                                                                                                                                                                                                             |                                  |            |
| <b>Author</b>                                                    | Vicky Ferguson, Director of People and Culture                                                                                                                                                                                                                                                                                                                                               |                                  |            |
| <b>Action requested</b>                                          | I. For discussion                                                                                                                                                                                                                                                                                                                                                                            |                                  |            |
| <b>Purpose of the paper</b>                                      | This paper provides an update on progress against the College's People and Culture Strategy, including developments across the strategic themes of Culture, Wellbeing, Attract, Develop, Motivate and Leadership.                                                                                                                                                                            |                                  |            |
| <b>Summary of the paper</b>                                      | This report provides the HR Committee with an update on progress against the College's People and Culture Strategy and associated priorities. The report outlines activity undertaken to support staff engagement, wellbeing, recruitment, development, leadership and organisational culture, alongside key risks and challenges and recommended focus areas for the next reporting period. |                                  |            |
| <b>Consultation</b>                                              | Executive Leadership Team and Human Resources Team members                                                                                                                                                                                                                                                                                                                                   |                                  |            |
| <b>Resource implications</b>                                     | None identified                                                                                                                                                                                                                                                                                                                                                                              |                                  |            |
| <b>Risk implications</b>                                         | Adherence to the People and Culture Strategy supports effective governance, workforce sustainability, staff wellbeing and organisational performance. Ongoing monitoring and review of progress will help reduce the likelihood of governance failures and support transparency, accountability and effective decision-making.                                                               |                                  |            |
| <b>Link with strategy</b>                                        | This report has a direct link with the People and Culture Strategy and supports delivery of the College's strategic priorities and organisational values.                                                                                                                                                                                                                                    |                                  |            |
| <b><u><a href="#">Equality, Diversity, and Inclusion</a></u></b> | Ensuring our documents can be read and understood by everyone, including people with disabilities or impairments, is a legal requirement under the Equality Act 2010. The People and Culture Strategy also supports the College's commitment to equality, diversity, inclusion and fair opportunity for all staff                                                                            |                                  |            |
| <b>Island Community Impact</b>                                   | Not required                                                                                                                                                                                                                                                                                                                                                                                 |                                  |            |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Paper status</b>                    | <input checked="" type="checkbox"/> <b>Open</b> – The paper may be circulated to non-members of the committee and published online without restriction.<br><br><input type="checkbox"/> <b>Restricted</b> – The paper must not be circulated to non-members or published online until after the committee meeting.<br><br><input type="checkbox"/> <b>Confidential</b> – The paper must not be circulated beyond the committee members and should not be published online. Some information is considered commercially sensitive. [Please note papers may still be subject to Freedom of Information requests – see below]. |
| <a href="#">Freedom of information</a> | Open                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

# People and Culture Strategy Update Paper for HR Committee



**27<sup>th</sup> May 2026**

## Executive Summary

This paper provides the Human Resources Committee with an update on progress against the College's People and Culture Strategy following the merger and organisational restructure across the College's 19 centres.

Focus has remained on strengthening communication, supporting staff wellbeing, embedding a shared culture and developing leadership capability during a significant period of organisational transition.

## Strategic Update

### Culture

The College has continued to strengthen engagement and develop a shared culture across its 19 centres through Staff Forums, Local Joint Committee meetings, Team Briefs and staff updates.

Senior Management Team visibility has increased through regular campus visits and engagement sessions, improving communication, responsiveness and staff engagement across geographically dispersed locations.

The Rapid Response Group (RRG) has played a key role in identifying and responding to staff concerns relating to workload, communication and curriculum management structures. A curriculum management structure review, approved by the Board in November 2025, has informed current consultation proposals alongside feedback from the HSE stress survey, Investors in People (IIP) report and post-merger evaluation.

The launch of the Staff Voice Council has strengthened staff consultation and two-way communication, while departmental residentials and shared planning activity have improved cross-campus collaboration and sharing of good practice.

### Key Progress

- Increased staff engagement and communication across campuses.
- Greater Senior Management Team visibility through campus visits and forums.
- RRG actions informing organisational improvement and consultation activity.
- Staff Voice Council established.
- Improved cross-campus collaboration and sharing of good practice.

### Wellbeing

Staff wellbeing remains a priority as the College continues to embed new structures and ways of working during organisational transition.

The College has continued to promote wellbeing support services, counselling support and flexible working arrangements. A College-wide Stress Survey was launched on 1 May, with outcomes informing ongoing wellbeing and organisational improvement activity.

Actions identified through the Rapid Response Group continue to support workload management, communication and staff engagement. Family friendly policies including Maternity, Paternity, Adoption and Flexible Working policies have also been updated and implemented across the College.

The Staff Voice Council continues to provide an additional mechanism for staff feedback and consultation, helping strengthen staff engagement and organisational responsiveness.

**Key Progress**

- Stress Survey implemented with action plan underway.
- Increased use and awareness of wellbeing and counselling support.
- Staff Voice Council supporting staff engagement and consultation.
- Family friendly policies updated and implemented across the College.

**Attract and Develop**

Recruitment and workforce planning remain key priorities within a challenging sector-wide recruitment environment.

The GTCS-accredited Annual Performance Management process for academic staff was introduced in 2025 and now supports clearer objective setting, development planning and training needs analysis across the College.

A leadership development programme is being developed with College Development Scotland, focusing on leadership foundations, resilient teams, managing change and strategic planning, aligned to organisational priorities and the management of geographically dispersed teams.

Following a review of recruitment and onboarding processes, the Executive Leadership Team approved implementation of the IRIS Recruitment Module to improve recruitment workflows, GDPR compliance, reporting capability and candidate experience, supporting a more streamlined and data-driven recruitment process.

The College continues to support staff development through professional qualifications and leadership development opportunities.

**Key Progress**

- Annual Performance Management process implemented across the College.
- Leadership development programme being developed with College Development Scotland.
- IRIS Recruitment Module approved to modernise recruitment and onboarding.
- Increased engagement with professional learning and mentoring opportunities.
- Pay mapping, job evaluation and long service awards introduced to support retention and recognition.

**Motivate**

The College continues to promote staff engagement, recognition and wellbeing through formal and informal approaches. Flexible and family-friendly working practices continue to support staff retention and work-life balance.

Staff feedback, absence monitoring and exit interview data continue to inform workforce planning and organisational improvement activity during ongoing organisational change.

**Key Progress**

- Long Service Awards introduced to recognise staff contribution.
- Continued promotion of flexible and family-friendly working practices.
- Increased staff recognition through communications and engagement activity.

**Leadership**

Leadership development remains a key priority, with continued focus on visible, approachable and values-led leadership across the College.

Managers continue to be supported in communication, wellbeing, engagement and performance management, helping strengthen consistency across all centres.

**Key Progress**

- Increased leadership visibility and engagement across College centres.
- Continued development of leadership and management capability.
- Improved communication and consistency in people management practices.

**Key Risks and Challenges**

The College continues to manage challenges associated with operating across 19 centres following merger and restructure. Key areas requiring ongoing focus include recruitment and retention pressures, workload and wellbeing concerns, maintaining staff engagement during organisational change and ensuring consistent leadership, communication and workforce planning across the College.

**Priority areas for the next reporting period include:**

- Strengthening staff engagement and organisational culture.
- Supporting staff wellbeing and workload management.
- Developing leadership capability and succession planning.
- Continuing workforce planning and recruitment modernisation.
- Embedding consistent people management practices across all centres.

**Conclusion**

The People and Culture Strategy continues to provide a strong framework to support the College through a significant period of organisational transition following merger and restructure.

Positive progress has been made in strengthening communication, leadership visibility, wellbeing support, workforce development and organisational engagement across the College's 19 centres.

Overall, good progress continues to be made in embedding consistent people management practices and strengthening organisational culture across the merged College.

The HR Committee is invited to note the progress outlined within this report and support the continued focus on staff wellbeing, leadership development, workforce planning and organisational culture.