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Meeting	Human Resources Committee
Date and time	Thursday 23 March 2023 at 8.30 a.m.
Location	Virtually – via Microsoft Teams

Board Secretary
16 March 2023

AGENDA

Welcome and Apologies

Declaration of Interests and/or any Statement of Connections or Transparency Statements.

ITEMS FOR DECISION

1. **MINUTES**
   Meeting of the Human Resources Committee held on 24 November 2022

2. **OUTSTANDING ACTIONS**
   Action List

ITEMS FOR DISCUSSION

3. **PROFESSIONAL DEVELOPMENT UPDATE**
   Report by Professional Development Manager

4. **TALENT MANAGEMENT**
   Report by Vice Principal – Operations and External Relations

5. **NATIONAL BARGAINING / JOB EVALUATION**
   Report by HR Manager

6. **HUMAN RESOURCES – QUARTER 2 REPORT 2022/23**
   Report by HR Manager

7. **EMPLOYMENT LAW UPDATE**
   Verbal Update from Anderson and Strathern

ITEMS FOR NOTING

8.   **EMPLOYEE RELATIONS – CONFIDENTIAL**
     a) Minutes of the EDIC held on 22 November 2022

9.   **AOCB**

10. **DATE OF NEXT MEETING – 22 June 2023**

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Governance Officer as soon as possible. Additional items of business will only be considered for inclusion in the agenda in advance of the start of the meeting.

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MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 24 November 2022

PRESENT:	Innis Montgomery, Sally Blyth, Gillian Galloway
CHAIR*:*	Innis Montgomery
APOLOGIES:	Chris O'Neil and Donald MacKenzie
ATTENDING:	Vice Principal – Student Experience and Quality
	Vice Principal – Operations and External Relations
	HR Manager
	Professional Development Manager
	Governance Officer
	Molly McGrady, Anderson Strathern

The Governance Officer confirmed that this meeting was quorate.

The Chair welcomed everyone to the meeting.

The Committee was advised that the HR Manager was currently consulting on an urgent matter and would join the meeting as soon as possible.

There were no declarations of interest, statements of connections or transparency statements noted.

1.   MINUTES

Minutes of the Meeting of the Human Resources Committee held on 22 September 2022

Decision: The Minutes of the Human Resources Committee held on 22 September 2022 were **AGREED** as a correct record and were **APPROVED.**

2.   OUTSTANDING ACTIONS LIST

- Board Induction Training – The Governance Officer advised that following discussion with the Chair of the Board of Management that one final date for induction sessions is to be set.

- Shared Finance Service – The Governance Officer advised that a date for the Chairs of both the Audit Committee and the F&GP Committee to meet with the Principal and Chair of the Board of Management had yet to be set. The Committee was advised that the merger college were advertising for a Finance Director. As a result of this we are working with partners to identify

the impact of this in respect of our Shared Financial Service. The Committee noted that the Principal would continue to keep the Chair of the Board of Management updated about this situation.

- Expression of Interests – The Governance Officer confirmed that expressions of interests from members to join the HR Committee had been raised at the Board of Management meeting on 25 October 2022. The Governance Officer advised that we will be looking to go out to recruitment for a Non-Executive Member as well as Co-opted members prior to Christmas.

- Employment Law Update – The Professional Services Manager advised that she and the HR Manager had discussed training sessions which can be provided by Anderson Strathern and advised that they will progress this matter over the next few months.

3.   **POLICY FOR APPROVAL**

Professional Development Policy

The Professional Development Manager advised the Committee that a new Professional Development Policy had been created.

The Committee noted that the policy ties into the new Learning, Teaching and Enhancement, Talent Management and Digital Transformation Strategies and welcomed this link.

The Committee discussed the accompanying procedure highlighting in particular:
- Resources and how decisions are to be made in respect of funding.
- Protected time for professional learning and development and the flexibility which is offered to staff.
- Recognition that professional development can be both formal and informal.
- Reflective learning.
- Compliance

The Committee welcomed this update and highlighted the:
- Importance of ensuring that any development costs are recouped if staff leave the organisation.
- Importance of including staff who are not undertaking professional qualifications.
- Importance of including hyperlinks to other policies mentioned within the documents.

The Committee discussed the mechanism of the policy in relation to how often progress will be reviewed and noted that regular meetings will take place between staff members and managers to ensure that professional development remains on track. The Committee noted that this policy is tied into the PRD process.

Decision: The Committee **AGREED** that the Professional Development Policy is to be **RECOMMENDED** to the Board of Management for final approval.

4. **PROFESSIONAL DEVELOPMENT UPDATE**

The Professional Development Manager spoke to her report advising that it provided stats in relation to our current professional development activities and provided an overview of what will be happening during this Academic Year.

In respect of our Collaborative Leadership Programme the Committee noted that this is being developed by members of staff from the Management School. The Committee was advised that this programme will focus on four specific themes and will link to our Talent Management Strategy.

The HR Manager joined the meeting.

The Committee noted that the Collaborative Leadership Programme would be a long-term project. The Committee welcomed the use of our internal expertise to produce this programme and enquired whether any external views are being sought. The Committee noted that the Management School will build in appropriate examples and ensure that different perspectives are sought. The Committee welcomed this development.

The Professional Development Manager left the meeting.

5. **TALENT MANAGEMENT UPDATE**

The Vice Principal – Operations and External Relations advised that we are beginning to progress elements of the Talent Management Strategy and highlighted that several key actions have already began to be implemented.

Action: The Committee noted that the Vice Principal – Operations and External Relations will ensure that a timeline is brought to the next meeting to allow the Committee to monitor our progress.

6. **HYBRID WORKING**

The Vice Principal – Operations and External Relations advised that consultation workshops on Hybrid Working had been conducted and that a mixed range of responses had been shared.

The Committee was advised that the hybrid working pilot was progressing well with staff aware that a consultation process will follow. The Committee noted that staff have indicated their preference for a more detailed survey to be circulated as part of this consultation process.

The Committee noted that overall staff were receptive to hybrid working and that the HR Team are still analysing the data from the original follow up survey. The Committee was advised that whilst additional pulse survey questions had been posed to staff, further questions require to be more nuanced.

It was highlighted to the Committee that this was a pilot and that nothing has been formally changed and that whilst we have allowed flexibility this is within set parameters. The Committee discussed the possible impact to staff who may have moved away from the area but continued to work remotely.

The Committee was advised that timescales will be identified following the next round of the consultation and feedback is to be sought from stakeholders.

7. NATIONAL BARGAINING/JOB EVALUATION

The HR Manager advised that there had been movements since her last report and highlighted that this report provided the following updates:

- Academic Sector Pay Claim 2022/23 - the Committee noted the details of the claim, and it was highlighted to them that Colleges Scotland will not be putting forth an offer until they have considered the details of the UK Government Autumn Statement.
- Professional Services Pay Claim 2022/2023 – the Committee noted the details of the pay claim and again it was highlighted that Colleges Scotland are waiting to consider the details of the UK Government Autumn Statement.
- Job Evaluation – the Committee noted the new timeline provided in respect of the exercise and noted that we are currently awaiting the outcomes of the evaluation process. The Committee noted that this was due to be presented mid-November 2022. The Committee noted that once stage 2 concludes then definite timescales for stage 3 will be provided.

The Committee enquired as to the reaction from the sector to the pay claims and were provided a confidential update in respect of this. The Committee also discussed the prospective of industrial strike action within the Academic Year and the affordability of potential pay claims noting that the Vice Principal – Finance and Audit is currently testing our budgets.

8. EMPLOYMENT LAW UPDATE

Molly McGrady, Anderson Strathern joined the meeting.

The Chair welcomed Molly to the meeting. The Committee was advised that an update on 3 recent cases would be provided. These cases allowed for discussion in respect of:
- the risks associated with "workplace banter" and the use of social media and message apps
- what is considered legal privilege
- the possibility of an order of reengagement following an unfair dismissal case.

The Committee noted that Anderson Strathern can provide a wide range of training on HR and Employment Law.

Molly McGrady, Anderson Strathern left the meeting.

9.   **HUMAN RESOURCES – QUARTER 1 REPORT 2022/23**

The HR Manager spoke to her report and provided the Committee with an analysis of the key HR measures in respect of turnover and absence.

The Committee noted that the HR Team are still experiencing post upgrade issues with CIPHR which they are continuing to work through. The Committee was advised that these issues have had an impact on the number of PRD's that have been uploaded to the system. The Committee noted that whilst the system is showing a 55% completion rate, it is likely that this is nearer 70%.

Action: The HR Manager will carry out a final check on the PRD completion rate for 21/22 and will report back at the next meeting.

The Committee was advised that Able Futures will attend several sessions with staff to provide a presentation in respect of their services. The Committee held a lengthy discussion around Stress at Work and Stress and Anxiety.

The Committee noted that our Staff Wellbeing Group are continuing to monitor the impact of the cost-of-living crisis and how we can enhance the support which we offer to staff.

10. **EMPLOYEE RELATIONS – CONFIDENTIAL**

The Committee noted the contents of the minutes of the EDIC meeting held on 26 April 2022.

11. **AOCB**

The Committee discussed the resignation of the Vice Principal – Academic and Research and noted that we are looking to strengthen teams and restructure the EMT over the upcoming weeks. The Committee wished the Vice Principal – Academic and Research good luck and best wishes and thanked her for all her work over the time she has been with us.

The Committee also expressed their thanks to Samantha Cribb and Jane Rhodes for the work they undertook as part of the HR Committee.

12. **DATE OF NEXT MEETING – Thursday 23 March 2023 at 08.30am.**

Signed by the Chair: _____

Date: _____

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Outstanding Actions

September 2020				
Board Induction Training	A final induction session date will be arranged for those who have yet to attend.	Gov Officer		December 2022
March 2022				
Shared Finance Service	A meeting of the Chair of the BOM, Audit Chair, F&GP Chair and Principal to be set up to further assess the role of the Shared Finance Service and discuss any further convergence work.	Gov Officer		December 2022
	The Committee was advised that the merger college were advertising for a Finance Director and work was being undertaken to identify how this would work in terms of our Shared Financial Service. The Principal to keep the Chair of the Board of Management updated on the situation.	Principal		
September 2022				
Committee and Chair Evaluation Feedback Report	The Governance Officer will seek expressions of interest from members to join the Committee. A recruitment exercise will be carried out to recruit a new Non-Executive Member and co-opted members.	Gov Officer		December 2022
Employment Law Update	The HR Manager and Professional Development Manager will liaise with Anderson Strathern over online training sessions for staff in respect of gender and for members of the Staff Resource Panel in respect of the implications of holiday pay.	HR Manager & Professional Development Manager		Early 2023
November 2022				
Talent Management Update	The Vice Principal – Operations and External Relations will ensure that a timeline is brought to the next meeting to allow the Committee to monitor our progress against the Talent Management Strategy.	VP – O&ER		March 2023

HR Quarterly Report	The HR Manager to carry out a final check on PRD completion for 21-22 and report back at the next meeting.	HR Manager		March 2023

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Board of Management

Subject/Title:	Professional Development update
Author: [Name and Job title]	Fiona Gunn, Professional Development Manager
Meeting:	HR committee
Meeting Date:	23 March 2023
Date Paper prepared:	15 March 2023
Brief Summary of the paper:	This paper provides a brief update on Professional Development activities in semester 2 of 2022/23, including the Collaborative Leaders programme, GTCS validation and Learning & Teaching Enhancement initiatives.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:**:** ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Links to strategic objectives: • To ensure professional practice of all staff are aligned to sector standards, industry best practice and our values. • To ensure that our staff have opportunities to develop and maintain their knowledge and skills to the highest industry and professional standards and are equipped for an increasingly digital world.
Resource implications:	No
Risk implications:	No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	**No** **If yes, please specify:**
Student Experience Impact:	Yes If yes, please specify: Learning & teaching enhancement and GTCS validation have potential impact on the student experience.

Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp   and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Purpose

This paper provides a brief update on Professional Development activities in semester 2 of 2022/23, including the Collaborative Leaders programme, GTCS validation and Learning & Teaching Enhancement initiatives.

Main body of information

1. Collaborative Leaders programme

A programme of leadership development for managers and team leaders has been created by staff from our Management School. One of our leadership and management specialists, David Jack (Lecturer, Trainer & HR Consultant), is leading this programme.

The purpose of the programme is to explore the skills, knowledge and approaches needed to excel as collaborative leaders within UHI Inverness. It addresses the fundamentals around collaborative leadership, including practical techniques to improve communication, confidence, performance and empowerment of staff.

The programme comprises 4 full day workshops, delivered during the second semester of 2022/23 and the first semester of 2023/24. In addition to each workshop, there is a facilitated action learning session to develop our collaborative leadership practice.

The topics of the 4 workshops are:
1. Collaborative Leadership
2. Performance
3. Coaching and Mentoring
4. Decision Making

Curriculum and professional services managers are engaging in the programme together, working in 4 mixed groups which meet in person at the main campus.

Initial feedback from the groups is very positive with managers reporting benefits including –
- The opportunity for protected time to reflect on and build own management skills.
- Making connections with other managers and discussing specific challenges and potential solutions in a safe space.
- Time to think about the culture of our organisation and our teams and our role in leading and influencing others.

2. GTCS validation for UHI

UHI, including UHI Inverness, received Professional Update Validation from GTCS in February 2023. The validation application was developed throughout 2021 in conjunction with the other 'in scope' UHI partners and an initial submission made to GTCS on 9 November 2021.
GTCS reviewed this application and set a number of conditions which were met by a resubmission in December 2022.
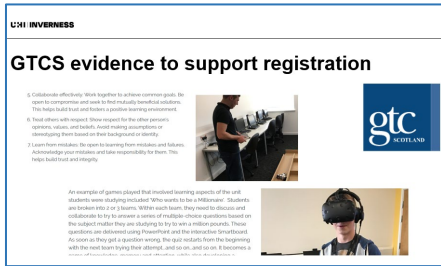
Validation recognises that all necessary criteria have been met to enable UHI Inverness to undertake Professional Updates every 5 years for lecturers registered with GTCS. This allows lecturers to be signed off and remain on the register of College Lecturers in Scotland, indicating that they have met the required professional standards relating to their values, knowledge, understanding and professional practice and can evidence relevant professional learning. The Professional Update process is included in the new Professional Review & Development (PRD) procedure for lecturers and all relevant managers and staff have received the necessary training.

3. Learning & Teaching Enhancement

The part-time secondment of 2 experienced lecturers to the Professional Development team to form a new Learning & Teaching Enhancement Team has enabled a more focused, cohesive approach to the development of lecturers with the aim of enhancing standards of learning and teaching at UHI Inverness.

Prior to the formation of this new team, various aspects of learning and teaching enhancement were overseen by different teams/managers, resulting in a less coherent approach. During the first semester of 2022/23, the new team worked with the Vice Principal Student Experience & Quality, the Tertiary Education Managers, Heads and Depute Heads of School and others to establish a number of areas for action. A brief summary of these areas and the progress to date is provided below.

Learning & Teaching Induction	This mandatory programme for new lecturers has been updated to include a focus on the pedagogy of online teaching. The programme now includes hybrid delivery, with the opportunity to model excellent learning and teaching practice, providing ideas and examples for participants to use immediately with their students. *"Really good and enjoyable. Learned a lot of practical tools and got quite a few ideas from the presenters, but also from engagement from other attendees too".*
PDA Teaching Practice in Scotland's Colleges	A completely new Brightspace area has been developed to support the delivery of this level 9 teaching qualification which is offered to all new lecturers. Two observations of teaching and professional dialogues form part of the course assessment. The aim is to ensure that a high standard of teaching is provided by all lecturers to all students. *"As part of doing the PDA I have learnt about the extensive framework for professional practice, and it has directly influenced the way I approach problems that arise in the space".*
TQFE, level 9 & 11	The 11 staff currently enrolled on the UHI TQFE programme are now supported by a dedicated PAT as they complete this recognised teaching qualification. Completion of the

	programme provides lecturers with an excellent foundation in leaning and teaching to provide positive outcomes for their students. *"This support has made my experience less stressful during times where my workload was high"*
GTCS Registration	Over 80% of our eligible lecturers are now registered with the GTCS, demonstrating their commitment to professional values, knowledge, understanding and practice to contribute to positive student outcomes. Lecturers are required to demonstrate ongoing professional learning in line with the GTCS Professional Standards. A new electronic portfolio has been created by the team to support lecturers to record and reflect on their learning. Their portfolio can be shared with their line manager during annual PRD discussions and provide evidence for their 5 yearly Professional Update sign-off.
Fellowship of Advance HE	The team have provided information and support to lecturers teaching on our HE programmes to apply for Fellowship of Advance HE, the organisation working to improve Higher Education for staff, students and society. UHI Inverness staff currently hold 33 Fellowships, including 8 Senior Fellows and 1 Principal Fellow, demonstrating their commitment to professional standards that support high quality learning.
Learning & Teaching Review	The LTR supports lecturers to critically reflect on their practice and explore opportunities for enhancement. The teaching observations and professional dialogues aim to inform continuous improvement of teaching and positively impact student experience and outcomes. Members of the team, along with other trained Reviewers, will complete 36 individual reviews this year.
Digital Skills – Brightspace VLE	Regular sessions on a variety of topics are offered to lecturers, building on the learning from fully online delivery during Covid-19 lockdowns. Many lecturers are now moving from basic tools to more advanced usage of quizzes, polls and different types

	of assessment. Student feedback indicates the importance of lecturers having a consistent approach to design and use of the VLE and this is supported by training of small groups/teams from the same Schools.
Research activity	The growth of research activity has been highlighted as a key priority and the team have focused on encouraging all staff to become research active. Three lecturers are currently being supported through the Research & Scholarship scheme to explore topics relevant to their teaching practice. A new event for staff who are new to research is planned for 24 March, with activities including design of academic posters, demonstrations of research ideas, research speed-dating and a presentation by College Development Network. Event poster included at appendix 1
Teaching in Colleges Today CPD award	The team have developed an innovative level 7 course for professional services staff who support learning and teaching activities. The programme is delivered over the academic year and currently 16 staff are enrolled. Staff such as technicians, education support advisors and personal development advisors provide essential support to students. Broadening their knowledge of learning and teaching approaches enables them to enhance this support, leading to more positive student outcomes. "I hope to improve my confidence and skills when I need to deliver workshops or sessions to students."

Conclusion

A range of new initiatives have been introduced by the Professional Development team this academic year. These aim to support the development of our staff to the highest standards and positively impact student experience and outcomes.

The validation of UHI Inverness by GTCS is an affirmation that all relevant policies, procedures standards and practices relating to lecturer registration meet the required criteria.

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Research Jam

Friday 24th March

Book your place now!

This event is open to all staff & will be held in the Atrium

Come along to a full session or join us for any part

Booking is essential to enable planning of layouts and refreshments

Session 1

Refreshments served Ideas Posters on display & a chance to chat to poster makers	12.00 pm – 12.30 pm
Practical demonstrations of research ideas	12.30 pm – 1.00 pm
Research Speed Dating to discuss your research ideas with more experienced researchers	1.00 pm – 1.30 pm
College Development Network to provide a short presentation about research & take questions from participants	1.30 pm – 2.00 pm

Session 2

Refreshments served Ideas Posters on display & a chance to chat to poster makers	2.00 pm – 2.30 pm
Practical demonstrations of research ideas	2.30 pm – 3.00 pm
Research Speed Dating to discuss your research ideas with more experienced researchers	3.00 pm – 3.30 pm
College Development Network to provide a short presentation about research & take questions from participants	3.30 pm – 4.00 pm

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Email professional.development.ic@uhi.ac.uk to secure your place.
Team/Group bookings welcome

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Subject/Title:	Talent Management Strategy Update
Author: [Name and Job title]	Georgina Parker Vice Principal – Operations & External Relations
Meeting:	HR Committee
Meeting Date:	March 2023
Date Paper prepared:	3 March 2023
Brief Summary of the paper:	An update on the Talen Management Strategy is provided together with a timeline for the implementation of individual elements.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: ☐ compliance ☐ partnership services ☐ risk management X strategic plan ☐ new opportunity/change	
Resource implications:	Yes / **No** **If yes, please specify**:
Risk implications:	**Yes** / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/**No** **If yes, please specify:**
Student Experience Impact:	Yes/No If yes, please specify:

Consultation: [staff, students, UHI & Partners, External] and provide detail	The talent management framework has been presented and discussed at staff meetings and with JCC. It has been positively received as a progressive framework.
Status – [Confidential/Non confidential]	Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	No

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Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)	Y	Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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Subject/Title:	National Bargaining
Author: [Name and Job title]	Nicola Quinn, HR Manager
Meeting:	HR Committee
Meeting Date:	23 March 2023
Brief Summary of the paper:	To report on the latest developments in pay and conditions collective bargaining.
Action requested: [Approval, recommendation, discussion, noting]	Noting and discussion.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** compliance partnership services **risk management** strategic plan new opportunity/change	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify**:** Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Student Experience Impact:	Yes/No If yes, please specify:

Consultation: [staff, students, UHI & Partners, External] and provide detail			
Status – [Confidential/Non confidential]	<mark>Confidential</mark>		
Freedom of Information Can this paper be included in "open" business* [Yes/No]	NO		
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HR Committee 23 March 2023

UHI INVERNESS

Subject/Title:	Human Resources Report Quarter 2 2022/23
Authors: [Name and Job title]	Nicola Quinn, Human Resources Manager Jo Fanning, Human Resources Business Partner
Meeting:	Human Resources Committee
Meeting Date:	23 March 2023
Date Paper prepared:	08 March 2023
Brief Summary of the paper:	This report presents qualitative analysis of key HR measures surrounding turnover and absence.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with**:** • compliance • partnership services • risk management • strategic plan • new opportunity/change	Enhancing Performance
Resource implications:	No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/No **If yes, please specify:**
Consultation: [staff, students, UHI & Partners, External] and provide detail	EMT

Status – [Confidential/Non confidential]	<mark>**Confidential**</mark>	
Freedom of Information Can this paper be included in "open" business* [Yes/No]		

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Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf