University of the Highlands and Islands
Inverness College

Meeting	Human Resources Committee
Date and time	Thursday 10 March 2022 at 8.30 a.m.
Location	Hybrid Meeting In Person – Room 205, Inverness Campus Virtually – via Microsoft Teams

Board Secretary
03 March 2021

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

1. **MINUTES**
   Meeting of the Human Resources Committee held on 11 November 2021

2. **OUTSTANDING ACTIONS**
   Action List

ITEMS FOR DISCUSSION

3. **TALENT MANAGEMENT REPORT**
   Verbal Update by HR Manager

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

5. **HYBRID WORKING**
   Report by Assistant Principal – Operations and External Relations

6. **REPORT TO COMMITTEE ON CONFIDENTIAL HR MATTER**
   Report by Assistant Principal – Operations and External Relations

7. **SHARED SERVICE FINANCE**
   Report by HR Manager

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

9. **HUMAN RESOURCES – QUARTER 2 REPORT 2021/22**
   Report by HR Manager

10.   **MENTAL HEALTH SERVICES UPDATE**
      Verbal Update from HR Manager

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

ITEMS FOR NOTING

12.   **EMPLOYEE RELATIONS - CONFIDENTIAL**
      a) Draft Minutes of the Meeting of the JCC held on 09 November 2021
      b) Minutes of the Meeting of the EDIC held on 30 November 2021

13.   **AOCB**

14.   **DATE OF NEXT MEETING – 09 June 2022**

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Board Secretary 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.

Board of Management

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 11 November 2021

PRESENT:	Innis Montgomery, Donald MacKenzie, Chris O'Neil, Sally Blyth, Samantha Cribb
CHAIR*:*	Innis Montgomery
APOLOGIES:	Gillian Galloway
ATTENDING:	HR Manager
	Assistant Principal – Student Experience and Quality
	Assistant Principal – Operations and External Relations
	Professional Development Manager
	Board Secretary

The Chair welcomed everyone to the meeting. It was noted that some members of the Committee were expected to arrive at 9.00 a.m. and that because of this we would begin with items for discussion and return to items for decision once the meeting was quorate.

1.   **TALENT MANAGEMENT REPORT**

The HR Manager spoke to the joint report with regards the move to a Talent Management approach explaining that this will be demand led and will look at recruiting, developing, recognising, and retaining talented individuals and teams. A HR Consultant has been appointed and is working alongside the HR Manager, the Assistant Principal – Operations and External Relations, Assistant Principal – Student Experience and Quality and the Professional Development Manager and their respective teams.

The HR Manager and the Assistant Principal – Operations and External Relations took the Committee through a Talent Management Strategy Presentation which highlighted the following areas of the strategy:

- Workforce Planning
- Talent Attraction
- Induction and Engagement
- Talent Development
- Organisational Performance Management
- Succession Planning

The Committee welcomed this significant piece of work, noting that it is expected that the talent management strategy would operate in conjunction with the revised organisational strategy as well as the new KPI Matrix. The

Committee embraced this initiative but suggested the inclusion of net zero targets within it.

2. NATIONAL BARGAINING/JOB EVALUATION

The HR Manager spoke to her report providing the Committee with an update on:
- Academic Staff Pay Claim for 2021/22
- Professional Services Staff Pay Claim 2021/22
- Job Evaluation.

The Principal provided the Committee with his thoughts on the Academic Staff Pay Claim for 2021/22.

The Committee noted that discussions with regards the Professional Services Staff Pay Claim for 2021/22 continue and that it is expected that a virtual day will be scheduled to allow for both sides to meet and discuss in detail the claim in its entirety. The Committee undertook a lengthy discussion with regards to the affordability of some aspects of the claim especially around the potential risks and benefits involved with any move to a 4-day working week.

Samantha Cribb joined the meeting.

The Committee noted that it is expected that the NJNC will have concluded the second set of scoring for the Job Evaluations by December 2021.

Donald MacKenzie joined the meeting.

The HR Manager provided to the Committee a background of the history of the Job Evaluation Programme.

3. MINUTES

Decision: The Meeting of the Human Resources Committee held on 23 September 2021 was **AGREED** as a correct record and was **APPROVED**.

There were no declarations of interest noted.

4. OUTSTANDING ACTIONS LIST

- Induction Training – EMT members reported that the Board Induction session scheduled to take place during the EMT Forum at the end of October 2021 did not take place. It was noted that the Board Secretary will schedule a further date in the New Year once the new members of the Board of Management have been recruited and are in post.

- KPI Measures - the Committee noted that this item would be discussed further within the agenda.
  Decision: It was **AGREED** that this item can be removed from the list.

- Talent Management - the Committee noted that this item had already been discussed.
  Decision: It was **AGREED** that this item can be removed from the list.

- Hybrid Working - the Committee noted that this item would be discussed further within the agenda.
  Decision: It was **AGREED** that this item can be removed from the list.

- PRD - the Committee noted that this item would be discussed further within the agenda.
  Decision: It was **AGREED** that this item can be removed from the list.

- SFC Update - the Committee noted that this item would be discussed further within the agenda.
  Decision: It was **AGREED** that this item can be removed from the list.

- Employee Relations – the Principal advised that the Respect Dialogue Charter has been highlighted to all reps and work will be undertaken to build this into our Distributed Leadership Model. Union representatives will be provided with IOSH Training as part of their role as Health and Safety Representatives.

  The Assistant Principal – Operations and External Relations left the meeting.

5. **POLICIES FOR APPROVAL**

   a) Staff Recruitment and Selection

   The HR Manager advised the Committee that this policy had been submitted to the Committee for approval in error and that there had not been any amendments made to it.

   b) Dignity in the Workplace

   The HR Manager advised that amendments had been made to this policy based on our review of the policy as part of the Scotland wide SFC Call for Information Request.

   The Assistant Principal – Operations and External Relations joined the meeting.

   Decision: The HR Committee **AGREED** the changes made to the policy and **RECOMMENDED** it go to the Board of Management meeting for final approval.

6. **HYBRID WORKING**

   The Assistant Principal – Operations and External Relations spoke to her report providing the Committee with both a background to the development of the hybrid working pilot and a timeline for consultation. The Committee noted that the timeline provided was due to commence on 03 January 2022; however, it is

becoming increasingly clear that the Scottish Government are expected to continue to advise organisations that where possible, employees should continue to work from home. This will mean a likely amendment and delay to the timeline.

The Committee discussed hybrid working noting that due to the nature and function of some roles within the College some staff will have to spend the majority of their working hours on campus and that the pilot will allow us to look at how this can be managed. The Committee was advised that we have continued to allow Managers to set the parameters for hybrid working for their staff.

Further discussions took place around the employment market, the impact which hybrid working can have on the local community and the flexibility which this pilot will offer to staff.

It was agreed that updates on this pilot will be brought to future meetings as required.

7.   **KPI MEASURES**

The Assistant Principal – Operations and External Relations introduced the KPI Matrix to the Committee advising them of the methodology behind this, the target profiles and past and current activity.

The Committee noted that a full presentation of the KPI Matrix would be provided to the Board of Management on 14 December 2021 alongside the strategy.

The Principal highlighted to the Committee that he has presented the KPI Matrix to the Partnership Council and that he is hopeful that they too will adopt this.

The Committee welcomed the quality control which this system will provide to Managers.

8.   **PROFESSIONAL DEVELOPMENT UPDATE**

The Professional Development Manager spoke to her report providing the Committee with an update on Professional Development activities for the new academic year. In particular:
- Funding Applications from Staff
- Registration of Lecturers with GTSC
- Implementation of the new PRD policy and procedures.

The Professional Development Manager reiterated that her team are continuing to work with the HR Department to inform the direction of travel with regards the Talent Management Framework.

The Professional Development Manager advised the Committee of a new tool which has recently been added to the Brightspace Virtual Learning Environment. The tool increases accessibility for students and staff are currently undergoing training to implement it.

The Committee noted that we are due to start procurement with regards Distributed Leadership training.

9.   **HUMAN RESOURCES – QUARTER 1 REPORT 2021/22**

The HR Manager spoke to her report and provided the Committee with an analysis of the key HR measures and an explanation with regards staff turnover, headcount FTE, leavers and starters, staff changes, furlough, absence, and PRD.

A discussion on staff turnover took place with the Committee noting how this links to plans for Distributed Leadership, Talent Management, and the new PRD process.

10.   **ACCESS TO MENTAL HEALTH SUPPORT SCHEME**

The HR Manager provided the Committee with information on the Access to Work's Mental Health Support Service highlighting that this is being provided by Able Futures. The HR Manager advised that staff health and wellbeing remain our highest priority and that the new service was being provided in addition and as a complementary alternative to our existing Employee Assistance Programme.

The Committee noted that digital materials in relation to the scheme are being provided to staff and that the service will be promoted through the staff wellbeing group.

The Committee welcomed this extension to the support which we already provide to staff.

11.   **HALF YEARLY EMPLOYMENT LAW UPDATE**

The HR Manager provided to the Committee a summary of the key employment law developments and proposed future changes over the last 6 months.

The HR Manager advised the Committee that she had liaised with Anderson and Strathern and they have confirmed that going forward they will now provide the Half Yearly Employment Law Update as part of their added benefits package.

12.   **FUNDING COUNCIL REVIEW – SFC UPDATE**

The Assistant Principal – Student Experience and Quality provided the Committee with both a background and an overview of our response to the SFC Call for Information received in February 2021 and advised of the subsequent updates made to our policies and procedures from this review. The Committee noted the production of our Action Plan which has been shared with the SFC.

The Committee was advised of delays which had impacted on our timeline and explanations for the delays were provided. The Committee noted that it is

anticipated that the remainder of the outstanding work will be completed by the end of this year with the outstanding policies being taken to the Board of Management in March 2022 for final approval.

The Committee noted that we had adopted all the recommendations made by the SFC and it is expected that the SFC will issue a follow up report at the beginning of 2022.

13. **HSE MANAGEMENT STANDARDS**

The Assistant Principal – Student Experience and Quality advised the Committee that she had met with both the HR Manager and the Health and Safety Manager, and it was agreed that we are not currently able to take on this area of work; due to current workloads.

14. **EMPLOYEE RELATIONS – CONFIDENTIAL**

The Committee noted the contents of the minutes of the meeting of the JCC held on 14 September and 01 October 2021.

15. **DATE OF NEXT MEETING – Thursday 2022 at 08.30am.**

Signed by the Chair: _____

Date: _____

Item 02

September 2020				
Induction Training	The Board Secretary is to ensure that all new Board Members have received their induction. Further sessions with Chairs and EMT will be arranged in the New Year once the new members of the Board of Management have been appointed.	Board Sec		January 2022
September 2021				
Employee Relations	An update with regards the need for additional training for trade union representatives to be provided to the Committee in November.	Principal		November 2021

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Subject/Title:	National Bargaining
Author: [Name and Job title]	Nicola Quinn, HR Manager
Meeting:	HR Committee
Meeting Date:	10 March 2021
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]	**Confidential**
Freedom of Information Can this paper be included in "open" business* [Yes/No]	NO

*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

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Subject/Title:	Hybrid Working Update
Author: [Name and Job title]	Georgina Parker Assistant Principal – Operations & External Relations
Meeting:	HR Committee
Meeting Date:	10 March 2021
Date Paper prepared:	03 March 2021
Brief Summary of the paper:	The purpose of this report is to provide an update on the Hybrid working pilot, which commenced on 28th February 2022
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	
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]	Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	No

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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:	Supply Lecturer Pay
Author: [Name and Job title]	Georgina Parker Assistant Principal – Operations & External Relations
Meeting:	HR Committee
Meeting Date:	March 2021
Date Paper prepared:	March 2021
Brief Summary of the paper:	The purpose of this report is to provide the committee with legal advice pertaining to supply staff.
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	
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]	CONFIDENTIAL
Freedom of Information Can this paper be included in "open" business* [Yes/No]	

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Subject/Title:	Shared Service Finance
Author: [Name and Job title]	Nicola Quinn, HR Manager
Meeting:	HR Committee
Meeting Date:	10 March 2022
Brief Summary of the paper:	To provide an update to the Committee on Shared Service Finance.
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]	**Confidential.**
Freedom of Information Can this paper be included in "open" business* [Yes/No]	NO.

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

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Subject/Title:	Professional Development update
Author: [Name and Job title]	Fiona Gunn, Professional Development Manager
Meeting:	HR committee
Meeting Date:	10 March 2022
Date Paper prepared:	01 March 2022
Brief Summary of the paper:	This paper provides an update on Professional Development activities for the second quarter of academic year 2021-22 including – 1. Support for professional learning & qualifications. 2. Launch of new Learning & Teaching Induction programme. 3. Delivery of the PDA *Teaching Practice in Scotland's Colleges* and the new UHI TQFE. 4. Registration of lecturers with General Teaching Council Scotland (GTCS). 5. Re-launch of the Learning & Teaching Review programme. 6. Scottish Mental Health First Aid training. 7. Digital Skills Training Survey.
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	Compliance: Mandatory professional registration of lecturers as set out in the National Joint Negotiating Committee circular 03/18.
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/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	
Status – [Confidential/Non confidential]	Non confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

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Purpose
This paper provides an update on professional development activities and some of the main developments for the second quarter of academic year 2021-22.

Main body of information

1. Support for professional learning & qualifications
Applications from staff for funding to attend short courses and conferences have increased slightly from quarter 1. As Covid related restrictions have eased, some events have moved to face-to-face, but the majority remain online.

We are currently supporting 32 staff to achieve additional qualifications in areas we deem to be in line with our priorities, as outlined below. These qualifications are at undergraduate and postgraduate level but do not include TQFE.

Semester 1 2021/22	
Lecturers & Research	Professional Services
10	22

2. Launch of new Learning & Teaching Induction programme
The professional development pathway for lecturers includes a mandatory Learning & Teaching Induction programme for all new lecturers. Elements of the programme were made available online during Covid related restrictions and the face-to-face programme will be launched again on 10 & 11 March. The revised programme includes a new focus on digital pedagogy and will include 4 learning & teaching workshops, 4 digital skills training sessions and input from the Quality team and HISA on student engagement.

3. **Delivery of Professional Development Award (PDA) *Teaching Practice in Scotland's Colleges* and Teaching Qualification Further Education (TQFE)**
Delivery of the level 9 PDA *Teaching Practice in Scotland's Colleges* commenced in semester 2 with a cohort of 11 lecturers. The qualification is primarily aimed at newly appointed lecturers to enhance their professional core competences and abilities. Achievement of this qualification is a prerequisite for entry to the Teaching Qualification in Further Education course and lecturers are expected to complete it within 2 years of permanent employment

Inverness College currently has 10 lecturers enrolled on the new UHI TQFE programme. This qualification is a requirement for registration as a college lecturer with the General Teaching Council Scotland.

4. Registration of lecturers with General Teaching Council Scotland (GTCS)
In October Inverness College provided contact details to GTCS of permanent lecturers who meet the current criteria for registration. These staff were then invited to register and to date 76 lecturers have completed the registration process with a further 42 in progress.

Consultation with GTCS on the criteria for lecturer registration continues across the sector.

The UHI GTCS validation event took place in November 2021 and Inverness College managers and lecturers participated in the various panels and discussions. GTCS commended Inverness College on several aspects of their submission but the overall feedback to UHI included a number of requirements which have yet to be clarified. Discussions with GTCS will recommence in March and the Professional Development Manager will continue to seek a positive outcome for Inverness College as part of the UHI verification process.

5. Re-launch of the Learning & Teaching Review programme (LTR)
The UHI Learning & Teaching Review programme was developed in 2019/20 and was largely based on the Inverness College Professional Discussion on Learning & Teaching programme. Each year a series of carefully selected trained reviewers observe classes and engage in a professional dialogue with the lecturers.
The aims of the LTR are to:
- Enhance the capacity for professional discussion and better support staff reflection on learning & teaching
- Improve the learning & teaching experience for all staff and students
- Better inform and support continuous improvement activity, including staff development and investment in resources
- Identify effective and innovative practice that can be shared and further developed
- Complement the existing mechanisms of self-reflection and student feedback to ensure a robust evaluation of learning and teaching

The programme was paused during Covid related restrictions and re-launched in February. The team of 7 experienced reviewers has now been extended as 8 new reviewers have been trained. Approximately 25 reviews are scheduled for semester 2 and examples of good practice and areas for improvement will be gathered to shape future professional development events.

6. Scottish Mental Health First Aid training
Mental Health First Aid training for staff has been prioritised to support their own mental health and to give more resilience across the organisation to help support students. Between January and April 2022, a further 36 staff will undertake this 12-hour course. This will more than double our current number of staff across a range of Schools the professional services teams holding this important qualification.

7. Digital Skills Training Survey
Digital Skills training to support online learning and the use of the virtual learning environment remains a priority. The Digital Skills Officer provides weekly workshops and one-to-one sessions for staff as well as a range of Digital Skills resources on the Professional Development SharePoint site.

Staff who engaged in training during semester 1 were recently surveyed to assess the impact of this training and to shape future training plans. A sample of responses is provided below as anecdotal evidence of the impact of this professional learning.

The training has given me confidence to use all available digital skills platforms. I am now able to assist students with ICT using these digital skills.

It has given me more skills and confidence in creating materials and using the technologies. My students used to be all F2F teaching.

I now feel more comfortable teaching online via WebEx. I believe, and from the feedback received, this has helped the student learning and teaching environment during these difficult times.

Conclusion

A wide range of professional learning is currently undertaken by Inverness College staff to enhance the delivery of learning and teaching and improve the quality of our professional services.

University of the Highlands and Islands
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Subject/Title:	Human Resources Report Quarter 2 2021/22
Authors: [Name and Job title]	Nicola Quinn, Human Resources Manager Claire Fraser, Human Resources Business Partner
Meeting:	HR Committee
Meeting Date:	10 March 2022
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]	Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/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)		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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