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Meeting	Human Resources Committee
Date and time	Thursday 03 September 2026 at 8.30 a.m.
Location	Virtually – via Microsoft Teams

Governance Officer
02 September 2026

AGENDA

The timings on this agenda are indicative only and may extend beyond times highlighted.

Welcome and Apologies

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

ITEMS FOR DECISION

08:30 – 08:35 **1) MINUTES**
a.) Meeting of the Human Resources Committee held on 04 June 2026
b.) Confidential Note of the Human Resources Committee (CN-HR01-062026) held on 04 June 2026
c.) Confidential Note of the Human Resources Committee (CN-HR02-062026) held on 04 June 2026
d.) Confidential Meeting of the Extraordinary Human Resources Committee held on 15 July 2026

08:35 – 08:40 **2) OUTSTANDING ACTIONS**

08:40 – 08:50 **3) PROFESSIONAL DEVELOPMENT UPDATE**
Report by Professional Development Manager

08:50 – 09:20 **4) & 5) JOINT REPORT: VS SCHEME UPDATE (CONFIDENTIAL) (incl. next steps & process timeline) & FINANCIAL RECOVERY PLAN – HR ASPECT (CONFIDENTIAL) (incl. progress update and next steps)**

Report by Vice Principal Curriculum, Operations & External Relations

09:20 – 09:30 **6) POLICIES FOR APPROVAL**
Report by Head of HR

a.) Promoting Attendance Policy
b.) TOIL & Overtime Policy

ITEMS FOR DISCUSSION

09:30 – 09:40 **7) UHI TRANSFORMATION UPDATE (CONFIDENTIAL)**
Verbal Report by Vice Principal Curriculum, Operations & External Relations

09:40 – 09:55 **8) EMPLOYMENT LAW UPDATE**
Report by Anderson & Strathern

09:55 – 10:05 **9) NATIONAL BARGAINING / JOB EVALUATION (CONFIDENTIAL)**
Report by Head of HR

10:05 – 10:15 **10) HUMAN RESOURCES – QUARTER 4 REPORT 2025/26 (CONFIDENTIAL) – to follow**
Report by Head of HR

10:15 – 10:25 **11) COMMITTEE AND CHAIR EVALUATION**
Report by Governance Officer

FOR NOTING

10:25 – 10:30 **12) AOCB**

12.1) PERMANENT PRINCIPAL POSITION – REVIEW OF JOB DESCRIBTION AND T&C (CONFIDENTIAL)
Report by Governance Officer

13) DATE AND TIME OF NEXT MEETING
HR Committee Meeting – 19 November 2026

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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Subject/Title:	Outstanding Actions
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	HR Committee
Meeting Date:	03 September 2026
Date Paper prepared:	26 August 2026
Brief Executive Summary of the paper:	This paper provides the HR Committee with an update on all outstanding actions. The status of the actions has been clearly marked on the action sheet, with updates provided for outstanding actions.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:: □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Governance Compliance
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	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 of the report

To provide the HR Committee with an update on all outstanding action.

Executive Summary

The HR Committee oversees and monitors the progress of all actions and recommendations raised to date. The status of the actions has been clearly marked, with updates and comments provided for outstanding actions. The Governance Officer monitors the action progress and contacts all actions owners for updates on a regular basis.

Progress update:

- HR Committee action list:
  - ✓ 4 actions complete
  - ✓ 5 outstanding actions

HR Committee - Action List

ITEM 02.a

Action	Academic Year	Status	Finding	Recommendation	Recommendation Significance	Implementation Date	Responsible Officer	Status as at 05 June 2025	Comments
2	05/06/2025 2024/25	Ongoing	**Collaborative Leadership Presentation:** The Professional Development Manager reported a shift in the work culture reported by participants.	Empirical Evidence, for example via a pulse survey, to be gathered from participants to measure the development and shift within college culture.	Medium	30 September 2025	Professional Development Manager	Proposed	**Update at 20/11/2025:** The final sessions of the Collaborative Leaders programme will take place in March/April 2026. All participants (46 managers & team leaders) will be surveyed at that point. They will be asked to comment on their own journeys since the start of the programme e.g. their confidence in leading their teams and decision making. They will also be asked to provide feedback on the organisational culture and to provide examples if they perceive any changes. **Update at 02/03/2026:** Questions about the changes to the culture will be included in in evaluation process of the whole Collaborative Leaders programme and will the answers collected will provide the empirical evidence requested by the committee. The college aims to conclude the programme by the end of April and the outcome of the evaluation will be ready to be presented during Board Creative Session in May. The data will also be included in the report coming to June's committee. **Update at 28/05/2026:** The session will be rescheduled due to low attendance. **Update at 27/08/2026:** Session to take place in November, date tbc.
								Status as at 04 September 2025	
8	04/09/2025 2025/26	Ongoing	**UHI Transformation Update:** The Board has raised concerns about the Transformation process on numerous occasions in regard to the lack of transparency and inadequacy of the process and advocated for accountability and post review lessons learnt exercise to be incorporated into the project.	Board's concerns about the lack of transparency of the transformation project, lack of involvement of college Board Members, tight timelines and lack of paperwork prior meetings to be raised with the Chair of the Court.	High	30 September 2025	Chair of the Board	Proposed	**Update at 20/11/2025:** This action is still ongoing. **Update at April 2026:** Concerns raised with the Chair of Court. Measures to be put in place to streamline and improve distribution of papers, meeting organisation and transparency of the transformation project. **Update at 24/06/2026:** Email sent to MB to request updated membership list of all Transformation subgroups
								Status as at 20 November 2025	
13	20/11/2025 2025/26	Ongoing	**HR - Quarter 1 Report:** The Committee Members, LF & AN, offered support for the creation of the risk and action plan around absence levels and suggested a new approach for the PRD process.	Gaps within the PRD process to be identified and addressed.	Medium	12 March 2026	Head of HR, LF & AN	Proposed	**Update at 05/03/2026:** This action builds on the discussion at the Board Away Day with key themes being: using data sets that are readily available, staff reductions and impact on current payroll costs, "deeper dive" exercise to better understand short terms absences & barriers to PRD process. The KPIs should also be reviewed once the strategic plan and objectives were finalised to ensure alignment. **Update at 14/05/2026:** The review of the PRD process is still ongoing. **Upadate at 26/08/2026:** Email sent to Head of HR.
14	12/03/2026 2025/26	Complete	**HSE Wellbeing Survey Report:** Due to time constraints and the importance of the agenda item the Chair decided that an Extraordinary one agenda item meeting should be scheduled to take place in April 2026 to discuss the report in full.	An Extraordinary HR Committee meeting to be scheduled to discuss the HSE Wellbeing Survey Results report.	Medium	June 2026	GO	Proposed	Extraordinary HR Committee meeting took place on Thursday 30th April 2026.
15	30/04/2026 2025/26	Complete	**HSE Wellbeing Survey Report:** One Member asked for the management plan to respond to the changed factor question and how organisational change is managed and communicated in the organisation to be shared with the Committee. The Health, Safety and Sustainability Manager confirmed that the updated report will be shared with the Committee after the meeting.	The management plan to respond to the changed factor question and how organisational change is managed and communicated in the organisation to be shared with the Committee.	Medium	June 2026	HS&S Manager & GO	Proposed	The updated report has been provided on 08/06/2026 by the HS&S Manager and circulated on 09/06/2026 by the Governance Offcier.
16	30/04/2026 2025/26	Ongoing	**HSE Wellbeing Survey Report:** The Committee expressed concerns about increasing staff absence figures and asked how the proposed action plan will mitigate, address and reduce the risk. Discussion about stress support for line managers, return to work interviews and Occupational Health referrals to took place. When management team feel confident and supported and they have the training and skills needed then this will have a significant positive impact on their teams.	Concerns around increasing staff absence figures, stress support for line managers and return to work interviews to be raised with the Head of HR.	Medium	June 2026	HS&S Manager & Head of HR	Proposed	**Update at 09/06/2026**: Emailed the Head of HR & HS&S Manager for an update.
17	04/06/2026 2025/26	Ongoing	**HR – Quarter 3 Report 2025/26:** The Committee asked for clarification in regard to the number of HR related KPIs listed in this report and the number listed in the KPI Matrix report provided to the Audit Committee and full Board. Was the inconsistency of data due to different cut off points? The Head of HR to investigate and collaborate with the Head of Operations and Business Performance to standardise the narrative around sickness levels to include an action plan.	HR related KPIs to be reviewed and the narrative around sickness levels to include an action plan. Action progress to be reported to the Interim Chair of the Board.	Medium	August 2026	Head of HR & Head of Operations & Business Performance	Proposed	**Update at 26/08/2026:** Email sent to Head of HR for an update.
								Status at 15/07/2026	
18	15/07/2026	Complete	**Confidential HR Business case:** The Chair asked for following information to be provided: total legal spend to date and projected costs of defending the claim to conclusion.	Following information to be provided by the Head of HR: total legal spend to date and projected costs of defending the claim to conclusion.	High	July '26	Head of HR	Complete	**Update at 15/07/2026:** Committee were sent the data 2h after the meeting.
19	15/07/2026	Complete	**Confidential HR Business case:** The Chair asked for the data around flexible working requests, their volume and compliance, to be added to the Quarterly Reports presented by the Head of HR to the Committee. The Interim Chair of the Board welcomed the proposed oversight and monitoring request.	Data around flexible working requests, their volume and compliance, to be added to the Quarterly Reports presented by the Head of HR to the Committee.	Mefium	Sep '26	Head of HR	Proposed	**Update at 07/08/2026**: First report with data requested will be presented to the Committee at the Septermber meeting on 03/09/2026. **Update at 14/08/2026:** Committee were emailed with the data for AY 2025/26.

ITEM 03.

Board of Management/Committee Meeting

Subject/Title:	Professional Development update
Author: [Name and Job title]	Fiona Gunn, Head of Professional Development
Meeting:	Board of Management – HR committee
Meeting Date:	3 September 2026
Date Paper prepared:	26 August 2026
Brief Executive Summary of the paper:	This paper provides an update on staff professional development activities, including digital skills training, mandatory training and additional qualifications. The report also gives an overview of completed projects in the Research Connect and Enquiring Minds schemes.
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 the professional practice of all staff is 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
Equality and Diversity implications:	No
Consultation: [staff, students, UHI & Partners, External] and provide detail	No

Status – [Non confidential]	Non-confidential
Freedom of Information	Yes

Can this paper be included in “open” business* [Yes]	

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

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

Purpose

To provide an overview of plans for professional development in academic year 2026/27.

Main body of information

1. Digital skills in preparation for the new academic year

1.1 Virtual Learning Environment

Curriculum staff are invited to participate in active sessions with the Digital Learning Leader to ensure their modules and resources are accessible and inclusive, with clear assessment guidance. The aim is to improve the student experience and reduce overwhelm for both staff and students.

1.2 Generative AI

A new Generative AI induction resource for students has been developed so that lecturers, PATs and PDAs can support their students in the safe, ethical use of AI where appropriate to their course.

A similar resource for lecturers will be launched shortly with a further module planned for professional services staff in semester 2.

2. Tertiary Quality Enhancement Review (TQER)

Support for excellent learning and teaching will be provided through a number of staff development events in the coming year, and these will align with the principles of the TQER. Activities will include the Learning and Teaching Review programme which enables lecturers to engage in peer review of their teaching practice.

3. Staff wellbeing

The staff wellbeing SharePoint will be regularly reviewed and updated by the Professional Development and HR teams to ensure staff have relevant information to support their overall wellbeing. This is recognised as a priority, particularly during the current period of change.

4. Qualifications and Training

4.1 Teaching qualifications

Lecturers will continue to be supported to undertake recognised teaching qualifications.

4 staff are enrolled in UHI TQFE programme.

The PDA *Teaching in Scotland's Colleges* (SCQF level 9) and the *Teaching in Colleges* microcredential (SCQF level 7) will be launched in October. It is anticipated that a further 20 staff will undertake these qualifications.

4.2 Other qualifications

16 staff will undertake a variety of qualifications at undergraduate, postgraduate and level 12 during the next academic year. A further 7 staff will continue with their graduate apprenticeships.

4.3 Mandatory Training

Plans for all staff mandatory training during 2026/27 are underway with a number of new and refreshed modules. The Professional Development team work closely with the Health, Safety & Sustainability team to ensure training is released to staff in a coordinated way to reduce overwhelm. The focus for semester 1 will be Corporate Parenting, Safeguarding & GBV and Display Screen Equipment. In semester 2 staff will engage with training in Cyber Security, Accident Reporting and Slip, Trips & Falls.

5. Research Schemes

5.1 Research Connect Scheme (RCS)

Four staff completed their 2-year RCS projects in June. They presented their outputs to the Leadership forum and are now engaged in implementing the actions from their research. In all cases, the projects are focused on improving the student or staff experience. One staff member also had their research published in The College Action Inquiry Research Network (CAIRN) Journal.

Carol Hart	Explore why students continue to express a preference for print library resources over ebooks.
Keith Lay	Explore how students, especially non-native speakers, can avoid issues with plagiarism and academic integrity while using AI.
Aimie MacKay	Implementation of a mentoring programme or buddy system for staff at UHI Inverness.
Martin Robinson	The changing landscape for office tools and applications to allow us to be more efficient and work together effectively.

5.2 Enquiring Minds Scheme (EMS)

One staff member completed their 1-year EMS project, presented their outputs and is working on implementing actions.

John MacKenzie	Engaging with data - making it useful with visualisations and automation.

5.3 Launch for 2026/27

Three RCS projects and one EMS project will continue this academic year, and it is planned to open the scheme again in September to enable more staff to participate.

All five of the projects completed in June will feature in a short video to promote the research schemes. This video will be available on the Research page of the UHI Inverness website, alongside some details of the projects. Highlighting information on these schemes provides tangible evidence of our research culture and supports further development of a research environment for all staff.

Conclusion

There is a continued focus on the development of all staff through provision of a wide range of opportunities. These include mandatory all staff training, teaching qualifications to support professional registration and digital skills training to support enhanced practice. Staff also continue to regularly participate in relevant external short courses, undertake further academic qualifications and engage in research activities.

ITEM 03.

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Board of Management

Subject/Title:	Policy Approvals – Promoting Attendance Policy and TOIL & Overtime Policy
Author: [Name and Job title]	Quality
Meeting:	HR Committee
Meeting Date:	September 2026
Date Paper prepared:	24th August 2026
Brief Summary of the paper:	HR Board Committee are asked to approve the reviewed **Promoting Attendance Policy** and the **TOIL & Overtime Policy** **PLEASE NOTE:** this is subject to EMT Approval (due 31st August 2026) Promoting Attendance Updates: • Updated relevant legislation & policies • Amended staff to employees and the college to UHI Inverness • Roles and Responsibilities added TOIL & Overtime Updates: • Legislative Framework and Policies updated • Added Roles and Responsibilities • Updated Inverness College to UHI Inverness • Updated Staff to Employees • Expanded to include paid Overtime not just TOIL
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with:**:** • compliance • partnership services • risk management • strategic plan • new opportunity/change	Compliance
Resource implications:	No **If yes, please specify**:
Risk implications:	Yes **If yes, please specify:**

	Operational: Organisational: Policies review and development required to ensure compliance with legislation and awarding body regulations.
Equality and Diversity implications:	Yes **If yes, please specify:** Policy Equality Impact Assessment completed
Consultation: [staff, students, UHI & Partners, External] and provide detail	PPRP – 1st July 2026 Staff Consultation & JCC – 29th July – 28th July EMT Approval – 31st August 2026 (to be confirmed)
Status – [Confidential/Non confidential]	Non-confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

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~~PROMOTING ATTENDANCE POLICY~~PROMOTING ATTENDANCE~~SICK~~

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Document Reference Number	PL/HR/2025/012
Date Approved	9 June 2008
Review Date	31 December 2026
EIA	Yes
Lead Officer	HR Manager
Review Officer	HR Business Partner

~~NESS ABSENCE~~ POLICY

Document Reference Number	PL/HR/2025/012
Date Approved	9 June 2008
Review Date	31 December 2026
EIA	Yes
Lead Officer	HR Manager
Review Officer	HR Business Partner

Version Control History

Reviewer	Date of Change	Summary of Revisions made
HR Manager	29.03.11	Review Approved
HR Manager	20.12.16	Review Approved
HR Manager	01.06.2022	Review Approved
HR Business Partner / Head of HR	01.06.2026	• Updated relevant legislation & policies •Amended staff to employees and the college to UHI Inverness

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Policy Statement

UHI Inverness is committed to maintaining a healthy and productive workforce and aims to achieve this through a positive approach which promotes attendance. In doing so, this ensures UHI Inverness operates effectively, providing the necessary support for employees and continuing to deliver a high-quality service to the students.

Through promoting a culture of supportive management and a high standard of employee health and wellbeing, UHI Inverness aims to prevent unnecessary or avoidable absence wherever possible, thereby reducing the need for absence management. However, where absence does occur, employees experiencing ill health will be treated fairly, reasonably, consistently, and with understanding and sensitivity.

Furthermore, it is acknowledged that sickness absence has an impact on the organisation and other employees, in terms of increased workload for colleagues, disruption to work, and subsequently, business performance.

The Promoting Attendance Policy and Procedure aims to provide a template for managing employee absence by:

- Clarifying individual responsibilities
- Providing line managers with guidance on how to manage, monitor and minimise absence.
- Provide employees with the support needed to return to work when well enough to do so.

The main objectives of this policy are:

- To encourage and support employees to maintain optimum attendance at work and/or to help facilitate a sustained return to work.
- To ensure employees receive maximum support to assist them in attending work.
- To provide a consistent framework to employees and line managers for reporting, monitoring and managing sickness absence.
- To encourage productive communication around health and wellbeing.
- To identify those employees requiring additional support to return to work and/or to undertake their duties, identifying any reasonable adjustments required.
- To ensure employees, line managers and HR are aware of their responsibilities in relation to sickness absence.
- To ensure UHI Inverness acts in a fair, reasonable and consistent manner when dealing with sickness absence.
- To minimise the impact of employee absence on the organisation and the service it provides to the students and financial sustainability.

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~~2.~~ 1. Legislative Framework ~~&/~~ Related Policies/Guidance

Publicly available UHI Inverness policies and procedures can be accessed via our website: About us - Publications. Staff and Board Members can access the full range of internal policies' and procedures through the Quality SharePoint site.

~~2.1.~~1.1. General Data Protection Regulations (GDPR) 2018
~~2.2.~~1.2. Access to Medical Reports Act 1988 (AMRA)
~~2.3.~~1.3. Equality Act 2010
~~2.4.~~1.4. Employment Rights (Dispute Resolution) Act 1998
~~2.5.~~1.5. ACAS Guidelines and Best Practice
~~2.6.~~1.6. Health and Safety at Work Act 1974
1.7. The Employment Rights Act 1996
1.8. Employment Rights Act 2025
1.9. ~~I~~UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 (DPA 2018).
~~2.7.~~1.10. ~~nverness College UHI~~ UHI Inverness Staff Disciplinary Policy
1.11. ~~Inverness College UHI~~ UHI Inverness Supporting and Managing Performance ~~Performance Improvement~~ Policy
~~2.8.~~ UHI Inverness Supporting Probation Policy
1.12.
~~2.9.~~ UHI Inverness Reasonable Adjustment Guidance~~The Employment Rights Act 1996~~
~~2.10. Employment Rights Act 2025~~
1.13.
~~UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 (DPA 2018).~~
~~2.11.~~

~~3.~~ 2. Scope

~~This policy~~The Promoting Attendance~~Sickness Absence~~ Policy ~~-~~applies to ~~all staff~~individuals~~employees~~ directly employed at UHI Inverness~~Inverness College UHI~~ only. It does not apply to agency workers, supply staff, consultants, self-employed contractors, volunteers or interns.

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The Promoting Attendance ~~Sickness Absence~~ Policy does not form part of any contract of employment or contract to provide services, and UHI Inverness~~Inverness College~~ may amend it at any time.

~~4.~~ 3. Compliance

~~This Policy is a cross wide college Policy; and A~~all employees~~staff~~ must work to meet the requirements outlined within the Policy and compliance ~~. Compliance with the Policy~~ will be monitored as outlined in Section 5. ~~through regular audits, with outcome reports being reported to the appropriate committee.~~

~~The [board of directors (the Board) OR [COMMITTEE] OR [POSITION]] has overall responsibility for the effective operation of this Policy but has delegated responsibility for overseeing its implementation to [the Head of the HR Department OR [POSITION]]. Suggestions for change should be reported to [the Head of the HR Department OR [POSITION]].~~

~~[Line managers have OR The HR Department has] day to day responsibility for this Policy, and you should refer any questions about this Policy or Procedure to them in the first instance.~~

4. Roles & Responsibilities

4.1 Human Resources (HR)

- Provide advice, guidance and support to managers and staff on absence management, capability, and other related policies and procedures.
- Provide information to managers on absence levels, highlighting issues or patterns which give cause for concern.
- Provide advice on the legal requirements and implications when dealing with sickness absence cases.
- Attend meetings and hearings as requested to provide advice and support.
- Advise on strategies for reducing sickness absence on an individual, departmental, and organisational basis.
- Provide training to managers to support the implementation of the Promoting Attendance Policy and Procedure.
- Monthly and quarterly absence reporting and monitoring

4.2 Line Managers

- Maintain accurate records of employee absence within CIPHR.
- Open absence record within the HR ~~database~~system on the same day as being advised of absence.

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- Hold a 'Welcome Back to Work' discussion with the employee on the first day back, or as soon as practicably possible thereafter (and no longer than 3 working days after return) for every absence and submit a completed 'Welcome Back to Work' form to the HR department.
- Ensure employee close absences within the CIPHR upon the employee's return to work.
- Seek advice from HR in relation to referring staff to Occupational Health (OH).
- Complete OH management referrals and meet with the employee to discuss OH report once received.
- Progress OH recommendations where reasonable and appropriate.
- Maintain regular contact with the employee whilst absent from work, ensuring they are kept informed of organisational changes, particularly those with health, safety, or security implications.
- Implement informal and formal procedures where necessary with advice from the HR department.
- Ensure that all employees understand and follow the procedures for reporting absence.
- Ensure that all employees are supported and encouraged to attend work.
- Ensure consistent and fair treatment of employees whilst considering individual circumstances.

4.3 Employees

- Attend work in accordance with the contract of employment, unless unfit to do so.
- Raise any concerns in relation to health which may impact on work so that support mechanisms or adjustments may be considered at an early stage.
- Comply with the sickness absence notification procedures.
- Maintain regular contact with line manager as agreed whilst absent from work.
- Attend medical referrals/ appointments/ review meetings as requested.
- Adhere to safe working practices and procedures and take personal responsibility for own health and wellbeing whilst at work.
- Participate with Occupational Health (OH) treatment, signposting, and referrals, as recommended, to improve health and wellbeing.
- Participate in scheduled "Welcome Back to Work" discussions upon return to work following a period of absence.
- Close absences within the HR system upon return to work.

4.4 Occupational Health (OH)

Occupational Health (OH) is a medical service which can be utilised for both physical and mental health conditions to:

- support employees and their managers on how to deal with medical conditions in the workplace; and
- help to ensure wellbeing in the workplace.

UHI Inverness engages in a contract with an external OH service to obtain expert

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medical advice when an employee is absent, returning to work following absence, or suffering from ill-health which is having an impact on them at work.
Following referral, the OH practitioner will carry out an assessment of the employee and report back to the manager to help them to understand what steps they need to take to support the employee.

The service provided by OH includes:

- Providing managers and employees with expert medical advice on health and fitness for work.
- Advising managers and HR on the appropriate course of action to facilitate a timely and sustained return to work for employees, where appropriate.
- Seeking further medical information from GPs and/or specialists where necessary.
- Advising on expected recovery periods and/or return to work dates where possible.
- Making recommendations on ill-health retirement or redeployment on medical grounds as appropriate.
- Providing appropriate management information to HR.
- Adhering to agreed service level agreements (SLAs) and standards.

The OH provider is not a diagnostic service and will not treat medical conditions. Any Employee requiring treatment or diagnosis should visit their GP and/or specialist.

5. Monitoring

~~4.1. This policy is a cross wide college policy; and all staff must work to meet the requirements outlined within the policy. Compliance with the Policy will be monitored through regular audits, with outcome reports being reported to the appropriate committee.~~

~~4.2. Human Resources (HR)~~

~~• Provide advice, guidance and support to managers and staff on absence management, capability, and other related policies and procedures.~~
~~• Provide information to managers on absence levels, highlighting issues or patterns which give cause for concern.~~
~~• Provide advice on the legal requirements and implications when dealing with sickness absence cases.~~
~~• Attend meetings and hearings as requested to provide advice and support.~~
~~• Advise on strategies for reducing sickness absence on an individual, departmental, and organisational basis.~~
~~• Provide training to managers to support the implementation of the Promoting Attendance Policy and Procedure.~~

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~~• Monthly and quarterly absence reporting and monitoring.~~

~~4.3. Line Managers~~

~~• Maintain accurate records of staff absence within CIPHR.~~
~~• Open absence record within the HR database on the same day as being advised of absence (see Appendix C).~~
~~• Hold a 'Welcome Back to Work' discussion with staff on the first day back, or as soon as practicably possible thereafter (and no longer than 3 working days after return) for every absence and submit a completed 'Welcome Back to Work' form to the HR department (Appendix A).~~
~~• Ensure staff close absences within the HR system upon return to work.~~
~~• Seek advice from HR in relation to referring staff to Occupational Health (OH).~~
~~• Complete OH management referrals and meet with staff to discuss OH report once received.~~
~~• Progress OH recommendations where reasonable and appropriate.~~
~~• Maintain regular contact with staff whilst absent from work, ensuring they are kept informed of organisational changes, particularly those with health, safety, or security implications.~~
~~• Implement informal and formal procedures where necessary with advice from the HR department.~~
~~• Ensure that all staff understand and follow the procedures for reporting absence.~~
~~• Ensure that all staff are supported and encouraged to attend work.~~
~~• Ensure consistent and fair treatment of staff, whilst considering individual circumstances.~~

~~4.4. Staff~~

~~• Attend work in accordance with the contract of employment, unless unfit to do so.~~
~~• Raise any concerns in relation to health which may impact on work so that support mechanisms or adjustments may be considered at an early stage.~~
~~• Comply with the sickness absence notification procedures.~~
~~• Maintain regular contact with line manager as agreed whilst absent from work.~~
~~• Attend medical referrals/ appointments/ review meetings as requested.~~
~~• Adhere to safe working practices and procedures and take personal responsibility for own health and wellbeing whilst at work.~~
~~• Participate with Occupational Health (OH) treatment, signposting, and referrals, as recommended, to improve health and wellbeing. Inverness College is known as UHI Inverness Policy: Promoting Attendance Page:6 of 7~~
~~• Participate in scheduled "Welcome Back to Work" discussions upon return to work following a period of absence.~~
~~• Close absences within the HR system upon return to work.~~

~~4.4 Occupational Health (OH)~~
~~Occupational Health (OH) is a medical service which can be utilised for both physical and mental health conditions to:~~

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~~• support staff and their managers on how to deal with medical conditions in the workplace; and~~
~~• help to ensure wellbeing in the workplace.~~
~~The College engages in a contract with an external OH service to obtain expert medical advice when an employee is absent, returning to work following absence, or suffering from ill-health which is having an impact on them at work.~~
~~Following referral, the OH practitioner will carry out an assessment of the employee and report back to the manager to help them to understand what steps they need to take to support the employee.~~
~~The service provided by OH includes:~~
~~• Providing managers and staff with expert medical advice on health and fitness for work.~~
~~• Advising managers and HR on the appropriate course of action to facilitate a timely and sustained return to work for staff, where appropriate.~~
~~• Seeking further medical information from GPs and/or specialists where necessary.~~
~~• Advising on expected recovery periods and/or return to work dates where possible.~~
~~• Making recommendations on ill-health retirement or redeployment on medical grounds as appropriate.~~
~~• Providing appropriate management information to HR.~~
~~• Adhering to agreed service level agreements (SLAs) and standards.~~
~~The OH provider is not a diagnostic service and will not treat medical conditions. Staff requiring treatment or diagnosis should visit their GP and/or specialist.~~

~~5. Monitoring~~
~~6. Monitoring~~

Each UHI Inverness policy will be reviewed regularly, and its implementation and effectiveness monitored. Appropriate procedures for reviewing and monitoring are the responsibility of the policy lead officer. These procedures will be subject to audit by the Quality department.

Staff sickness absence rates, including both short-term and long-term absence, will be reported quarterly to the Executive Management Committee and the HR Committee.

Further breakdown of these performance indicators will be used to identify any emerging patterns on sickness absence and wider organisational performance.

Performance against these indicators will be reviewed on a quarterly basis by both the Executive Management Committee and the HR Committee to support ongoing monitoring and improvement initiatives.

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- ~~Percentages of short and long-term absence and average number of sick days per employee.~~
- ~~Number of interventions to aid return to work (e.g. Occupational Health referrals).~~
- ~~Percentage of employees on leave for reasons other than sickness.~~
- ~~Breakdowns of these performance indicators by department.~~
- ~~Further breakdown of these performance indicators will be used to identify any emerging patterns on sickness absence and wider organisational performance.~~
- ~~Each College policy will be monitored and its implementation evaluated. Appropriate procedures for monitoring and evaluation are the responsibility of the lead officer. These procedures will be subject to audit by the Quality Unit. Each college policy will be monitored and its implementation evaluated. Give details of monitoring information here, which will be used to scrutinise the implementation and impact of this policy. Monitoring information will lead to Performance Indicators being agreed, which will inform SMART targets (within the planning cycle) and where relevant, equality outcomes, e.g.:~~

~~6.1.1. Percentages of short and long-term absence and average number of sick days per employee.~~
~~6.1.2. Number of interventions to aid return to work (e.g. Occupational Health referrals).~~
~~6.1.3. Percentage of staff on leave for reasons other than sickness.~~
~~6.1.4. Breakdowns of these performance indicators by department.~~

~~7.~~ 6. Review

This policy and procedure will be reviewed on a yearly basis, to continue to meet UHI Inverness requirements and any legislative changes to ensure currency of content.

~~This policy is reviewed annually by [the Head of the HR Department **OR** [POSITION]]. This policy and procedure will be reviewed on at least a 3 yearly basis, to continue to meet College requirements and any legislative changes to ensure currency of content. This policy must be complied with as outlined above and will be audited regularly with reports going to the appropriate committee.~~

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Commented [AC1]: I have used the same wording as the Staff Code of Conduct.

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Commented [AC2]: In paragraph 18.33 of its *Statutory Code of PracticeOpens in a new window*, the Equality and Human Rights Commission recommends that employers review certain **policies** that support their equal opportunities **policy** at least annually. These include any sickness absence **policy**.

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TOIL (Time Off In Lieu) AND OVERTIME POLICY

Document Reference Number	PL/HR/2025/019
Date Approved	17 June 2015
Review Date	31 December 2026
EIA	Yes
Lead Officer	~~HR Manager~~Head of HR
Review Officer	HR Business Partner

Version Control History

Reviewer	Date of Change	Summary of Revisions made
~~HOHR/HRBP~~HR Manager	~~June 2026~~May 2023	Approved by EMT
HOHR/HRBP	June 2026	Legislative Framework and Policies updated Added Roles and Responsibilities Updated Inverness College to UHI Inverness Updated Staff to Employees Expanded to include paid Overtime not just TOIL

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Review 76

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~~Add Contents Page~~

~~1.~~ 1. Policy Statement

~~The College~~UHI Inverness recognises the nature of its work means that on occasions, employees~~staff~~ will need to work flexibly within the parameters of their contracted hours. ~~The College~~UHI Inverness also recognises its duty to protect the health, safety and wellbeing of its employees~~staff~~ by ensuring that employees~~staff~~ do not work excessive hours and that any additional hours above contractual hours are agreed in advance and monitored carefully.

It is therefore a line manager's responsibility to oversee their team's workload and work pattern so that the work is undertaken within the parameters of the contract of employment and with consideration for the health, safety and wellbeing of their employees~~staff~~.

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2. Legislative Framework / Related Policies

~~2.~~ Publicly available UHI Inverness policies and procedures can be accessed via our website: About us - Publications. Staff and Board Members can access the full range of internal ~~policies'~~policies and procedures through the Quality SharePoint site.

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~~*Statement in here about accessing*~~

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- The Working Time Regulations (1998)
- The Employment Rights Act 1996
- The Employment Rights Act 2025
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Data Protection Act (2018)
- The General Data Protection Regulations
- UHI Inverness Staff Flexible Working Policy and Procedure
- UHI Inverness Staff Code of Conduct Policy and Procedure
- UHI Inverness Special Leave Policy and Procedure
- UHI Equality, Diversity and Inclusion Policy

- Any circular which is issued under the provisions of the National ~~Joint~~ Negotiating Committees (N~~J~~NC) is binding on ~~Inverness College~~ UHI Inverness as a signatory of the National Recognition and Procedures Agreement.

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~~3.~~ 3. Scope

This Policy applies to all individuals~~staff~~ directly employed at UHI Inverness, with the exception of those on supply contracts or where the contract of employment stipulates otherwise. This policy sets out UHI Inverness~~the College"s~~ position in relation to TOIL (time off in lieu), overtime, and overtime pay. Overtime is time worked in excess of ~~your~~ normal weekly contractual hours. All information relating to the payment of overtime is noted in the N~~J~~NC agreements. This policy does not form part of the ~~your~~ contract of employment, and UHI Inverness reserves the right to amend or withdraw it at any time.

4. ~~Add in Responsibilities Section~~ Roles and Responsibilities

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4.1 The Human Resources Department (HR)

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The HR department is responsible for providing advice, guidance and support to managers and employees in relation to Overtime and TOIL and for auditing the implementation of the policy and procedure.

4.2 Line Managers

Line M~~m~~anagers are responsible for ensuring the consistent and fair application of the policy and procedure, obtaining advice and guidance from the HR department where necessary. Line managers are required to submit any requests for paid overtime to the Staff Resource Panel (SRP) for prior approval and must also ensure that timesheets are completed, approved and submitted to the Payroll department timeously. Line Managers should respond to online TOIL requests timeously as detailed in the associated procedure. Irrespective of duration of TOIL granted, line managers are responsible for advising staff of any changes which have occurred during their absence, particularly if these have health, safety, or security implications.

4.2 Employees

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Each employee has~~Individual staff~~ a ~~have a~~ responsibility to familiarise themselves with this policy and procedure and to comply with the application and other associated process as appropriate. Employees ~~Staff~~ should discuss applications for Overtime or TOIL with their manager at the earliest opportunity, noting that the granting of Overtime or -TOIL is not an automatic entitlement.

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Individual employees~~staff~~ should ensure that online TOIL records are completed accurately, consistently, and timeously as detailed ~~in~~ n ~~t~~the associated procedure.

~~4.~~ 5. Compliance

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~~4.1. This policy is a cross wide college policy; and all staff must work to meet the requirements outlined within the policy. Compliance with the Policy will be monitored through regular audits, with outcome reports being reported to the appropriate committee.~~ This ~~policy must be complied with and will be audited regularly with reports going to the appropriate committee~~

~~Each UHI Inverness policy is reviewed regularly and its implementation and effectiveness monitored. Appropriate procedure for reviewing and monitoring and the responsibility of the policy lead officer. There procedures will be subject to audit by the Quality Department.~~policy is a cross wide college policy; and all staff must

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~~4.2.~~

~~4.3. Human Resources (HR) The HR department is responsible for providing advice, guidance and support to managers and staff in relation to Overtime and TOIL and for auditing the implementation of the policy and procedure.~~

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~~4.4. Line Managers Line managers are responsible for ensuring the consistent and fair application of the policy and procedure, obtaining advice and guidance from the HR department where necessary. Line managers should submit requests for paid overtime to the Staff Resource Panel (SRP) for prior approval and must also ensure that timesheets are completed, approved and submitted to the Payroll department timeously. Line Managers should respond to online TOIL requests timeously as detailed in the associated procedure. Irrespective of duration of TOIL granted, line managers are responsible for advising staff of any changes which have occurred during their absence, particularly if these have health, safety, or security implications.~~

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~~4.5. All Staff Individual staff have a responsibility to familiarise themselves with this policy and procedure and to comply with the application and other associated process as appropriate. Staff should discuss applications for Overtime or TOIL with their manager at the earliest opportunity, noting that the granting of Overtime or TOIL is not an automatic entitlement. Individual staff should ensure that online TOIL records are completed accurately, consistently, and timeously as detailed in the associated procedure.~~

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work to meet the requirements outlined within the policy. Compliance with the Policy will be monitored throughout through regular audits, with outcome reports being reported to the appropriate committee.

~~5.~~ 6. Monitoring

5.1. Each college policy will be monitored and its implementation evaluated. ~~Give details of monitoring information here, which will be used to scrutinise the implementation and impact of this policy. Monitoring information will lead to Performance Indicators being agreed, which will inform SMART targets (within the planning cycle) and where relevant, equality outcomes, e.g.:~~

~~5.2. Example: Monitoring information: Number of men and women taking up family leave reported on annual basis to HR Committee~~

~~5.3. Example: Performance Indicator equality outcome: increase take up of family leave for men with dependents, by 10% over 3 years~~

~~5.4.~~ Cost of paid overtime to the College will be reported on quarterly.

~~5.5.~~7. ~~Diversity monitoring of applications and outcomes will be reported on annually.~~

Review

~~6.~~ ~~Review~~

~~6.1~~ This policy and procedure will be reviewed ~~on at least a~~every 3 years ~~yearly basis~~or sooner~~,~~ to

~~-~~continue to meet ~~college~~ UHI Inverness requirements, and any legislative changes, ~~-~~and to ensure

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— currency of content.

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ITEM 08.

HR Committee Meeting

Subject/Title:	Employment Act 2025 Update August 2026
Author: [Name and Job title]	James Siwela, Anderson & Strathern
Meeting:	HR Committee
Meeting Date:	03 September 2026
Date Paper prepared:	26 August 2026
Brief Executive Summary of the paper:	This brief provides an update on the changes that have been brought into force so far and a quick look of what can be expected in the future. • April, August & October 2026 changes • Expected changes in 2027
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting
Link to Strategy: Please highlight how the paper links to, or assists with: - compliance - partnership services - risk management - strategic plan - new opportunity/change	Legal compliance
Resource implications:	**If yes, please specify**:
Risk implications:	**If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	If yes, please specify:
Consultation:	N/A

[staff, students, UHI & Partners, External] and provide detail	

Status – [Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes]	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 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.)			

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

Employment Rights Act 2025 – Update from August 2026

Overview:

The Employment Rights Act 2025 ("ERA 2025") received Royal Assent on 18 December 2025 bringing significant changes to UK employment law. The majority of key changes within the ERA 2025 are being implemented in stages throughout 2026 and 2027. This brief provides an update on the changes that have been brought into force so far and a quick look of what can be expected in the future.

6 April 2026

April 2026 marked the first substantial wave of reforms coming into force. These included:

- Paternity leave becoming a day 1 right. Previously an employee must have worked for 1 year to be eligible. The restriction on taking paternity leave after shared parental leave has also been removed.
- Introduction of Bereaved Partner's Paternity Leave which allows eligible fathers and partners to take unpaid leave from up to 52 weeks from the child's birth where the mother or primary adopter dies.
- Statutory Sick Pay ("SSP") becoming payable from the first day of illness, instead of the fourth day and the removal of a lower earnings limit in order to meet eligibility for SSP.
- The maximum 'protective award' for failure to consult in collective redundancies increasing from 90 days' pay to 180 days' pay
- Disclosures of sexual harassment are now protected from whistleblowing detriment and unfair dismissal
- The process for trade unions gaining statutory recognition has been simplified.
- Introduction of requirement for employers to keep records for a minimum of 6 years of annual leave taken or carried over, holiday pay and payments in lieu of holiday
- Establishment of the Fair Work Agency – designed to replace existing enforcement bodies and enforce workers' rights. They have the power to inspect, investigate and penalise employers.

25 August 2026

- Electronic and workplace balloting for statutory trade union ballots, including industrial action ballots, came into force. This allows ballots to take place electronically or at the workplace, rather than being restricted to postal voting, and is intended to make participation in trade union ballots more accessible.

1 October 2026

- The standard time limit for bringing most Employment Tribunal claims increased from three months to six months.

- Transitional provisions mean the extended time limit applies where the relevant act or omission complained of occurs on or after 1 October 2026. For breach of employment contract claims in Scotland, the equivalent change is expected to take effect on 9 November 2026.

Expected in 2027

- Unfair Dismissal Reforms

a) On 1 January 2027, two substantial changes to the unfair dismissal regime will take effect. Section 25 of the ERA 2025 reduces the qualifying period of employment for bringing an unfair dismissal claim from two years to six.

b) The reduction will apply to any case where the effective date of termination falls on or after 1 January 2027, including cases where the employee was dismissed before that date but the effective date of termination falls on or after it by virtue of the statutory extension where requisite minimum statutory notice was not given.

c) Section 25 also removes all limits on the compensatory award for unfair. This eliminates both the current limit of 52 weeks' pay and the fixed maximum compensation amount. Zero Hours and Low Hours Contracts

- Zero hours and low hours contract provisions into force in 2027

  a) These measures introduce three principal rights for qualifying workers: a duty on employers to offer guaranteed hours contracts that reflect the hours workers regularly work over a reference period, a duty to provide reasonable notice of shifts, and a right to compensation for cancelled, moved or curtailed shifts.

- Equality Action Plans and Menopause Support

  a) Mandatory action plans on gender equality and supporting employees through menopause are expected to come into force in 2027.

  b) Under section 33 of the ERA 2025, regulations will require employers with 250 employees or more to develop and publish equality action plans showing what steps they are taking in relation to gender equality matters, including addressing the gender pay gap and supporting employees going through menopause.

- Enhanced Dismissal Protections During Pregnancy and Family Leave

  a) The ERA 2025 will strengthen protection against dismissal for employees who are pregnant or have been pregnant, and those taking or returning from a period of statutory family leave.

- Fire and Rehire Restrictions

  a) The ERA 2025 provides that a dismissal will be treated as automatically unfair if an employee is dismissed because they did not agree to one or more restricted variations of their contract, or to enable the employer to re-engage them or replace them with another employee under a varied contract which includes restricted variations, to carry out the same or substantially the same duties.

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Subject/Title:	Chair and Committee Evaluation Feedback 2025/26
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	HR Committee
Meeting Date:	03 September 2026
Date Paper prepared:	25 August 2026
Brief Summary of the paper:	Feedback on the HR Chair and Committee Evaluation
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting

Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Governance Compliance

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	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

Background

The process of gathering feedback for AY 2025-246 started in July 2026 but to date only 3 responses has been received for both surveys.

The cut-off date for completion of both questionnaires has been extended until end of September 2026 to provide sufficient time and enable all Members to participate in the exercise.

Next Steps

The completed evaluation documentation for the HR Committee will be reviewed by the Members at the next Committee meeting, to be then passed to the Chair of the Board of Management for feedback to be delivered as part of the Board Member Evaluation Process.

The feedback received from all Committees will be presented to the Board of Management on 15th December 2026, as part of the yearly report on Committee Evaluations.