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Meeting	Human Resources Committee
Date and time	Thursday 04 June 2026 at 8.30 a.m.
Location	Virtually – via Microsoft Teams

Governance Officer
21 April 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 12 March 2026
b.) Confidential Note of the Human Resources Committee (CN-HR-01-032026) held on 12 March 2026
c.) Confidential Note of the Human Resources Committee (CN-HR-02-032026) held on 12 March 2026
d.) Confidential Note of the Human Resources Committee (CN-HR-03-032026) held on 12 March 2026
e.) Confidential Note of the Human Resources Committee (CN-HR-04-032026) held on 12 March 2026
f.) Confidential Note of the Human Resources Committee (CN-HR-05-032026) held on 12 March 2026
g.) Meeting of the Extraordinary Human Resources Committee held on 30 April 2026

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

08:40 – 08:50 **3) POLICIES FOR APPROVAL**

a) Staff Flexible Working Policy
b) Maternity & Parental Leave Policy
c) Dignity in the Workplace Policy
d) Staff Code of Conduct Policy
Reports by Head of HR
e) Harm Reduction Policy
Report by VP Curriculum, Student Experience & Quality

ITEMS FOR DISCUSSION

08:50 – 09:00 **4) VS SCHEME UPDATE (CONFIDENTIAL) (incl. next steps & process timeline)**
Report by Vice Principal Curriculum, Operations & External Relations

09:00 – 09:10 **5) FINANCIAL RECOVERY PLAN – HR ASPECT (CONFIDENTIAL) (incl. progress update and next steps)**
Report by Vice Principal Curriculum, Operations & External Relations & Director of Finance and Estates

09:10 – 09:20 **6) PROFESSIONAL DEVELOPMENT UPDATE**
Report by Professional Development Manager

09:20 – 09:30 **7) UHI TRANSFORMATION UPDATE (CONFIDENTIAL) (standing item)**
Verbal Report by Vice Principal Curriculum, Operations & External Relations

09:30 – 09:40 **8) NATIONAL BARGAINING / JOB EVALUATION (CONFIDENTIAL)**
Report by Head of HR

09:40 – 09:50 **9) HUMAN RESOURCES – QUARTER 3 REPORT 2025/26 (CONFIDENTIAL)**
Report by Head of HR

09:50 – 10:00 **10) HYBRID WORKING UPDATE**
Verbal report by Vice Principal Curriculum, Operations & External Relations & Head of HR

10:00 – 10:15 **11) EMPLOYMENT LAW UPDATE**
Report by Anderson & Strathern

10:15 – 10:20 **12) COMMITTEE AND CHAIR EVALUATION**
Report by Governance Officer

FOR NOTING

10:20 – 10:20 **13) EMPLOYEE RELATIONS – CONFIDENTIAL**
a.) Minutes from Equality, Diversity, and Inclusion Committee for AY 2025/26

b.) Minutes from JCC Meetings for AY 2025/26

10:20 – 10:30 **14) AOCB**

15) DATE AND TIME OF NEXT MEETING
HR Committee Meeting – 03 September 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:	04 June 2026
Date Paper prepared:	28 May 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:
  - ✓ 1 action complete
  - ✓ 3 outstanding actions

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.
								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.
								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.
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.

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Board of Management

Subject/Title:	Policy Approvals
Author: [Name and Job title]	Quality
Meeting:	HR Committee
Meeting Date:	4th June 2026
Date Paper prepared:	28th May 2026
Brief Summary of the paper:	HR Board Committee are asked to approve the reviewed and new Policies listed below. Please see the below consultation area which highlights the approval record so far at Policy & Procedure Review Panel (PPRP), JCC, Employee Engagement Group and all Staff Consultation. Please note that 3 policies are open for consultation until the date of HR Committee so feedback may be taken on board if received. This will be actioned and highlighted where applicable prior to final Board Committee in June. Summary of the changes are as follows: **1. Staff Flexible Working Policy** • Policy Statement – reference to ACAS Code. • Scope – amended to reflect new statutory framework. • Responsibilities – amended to reflect inclusion of Leadership Forum Member in decision-making process. **2. Maternity & Parental Leave Policy** *Please note these updates were approved for immediate publication due to key legislative updates. Any further feedback received will be amended and the documents republished.* • Added new relevant legislation • Added clearer definition of shared parental leave • Reverted to using Employee throughout for consistency • Revert to Professional Services rather than Support Staff. **3. Dignity in Workplace Policy** • Updated format & structure to align with other Policies adding Policy statement, Roles & Responsibilities and Contents

<table>
<tr><td></td><td>

- Expanded the scope to show it's not a contractual term.
- Updated the legislative framework & relevant policies
- Updated the definition of harassment in line with ACAS guidance

4. Staff Code of Conduct Policy

- Added Contents page
- Added additional relevant legislation/ policies
- Added Responsibilities
- Amended the term college to UHI Inverness

5. Harm Reduction Policy – NEW

This is a new policy developed to complement our existing suite of staff and student facing policies, strategies and initiatives to support health and wellbeing. This policy has been developed in conjunction with the Highland Alcohol and Drugs Partnership and in line with national policy drivers to prevent and reduce alcohol and drug related harm.
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<tr><td>Action requested:
[Approval, recommendation, discussion, noting]</td><td>Approval</td></tr>
<tr><td>Link to Strategy:
Please highlight how the paper links to, or assists with::
• compliance
• partnership services
• risk management
• strategic plan
• new opportunity/change</td><td>Compliance</td></tr>
<tr><td>Resource implications:</td><td>No
If yes, please specify:</td></tr>
<tr><td>Risk implications:</td><td>Yes
If yes, please specify:
Operational:
Organisational: Policies review and development required to ensure compliance with legislation and awarding body regulations.</td></tr>
<tr><td>Equality and Diversity implications:</td><td>Yes
If yes, please specify:
Policy EIA's included</td></tr>
<tr><td>Consultation:
[staff, students, UHI & Partners, External] and provide detail</td><td>
<table>
<tr><th></th><th>PPRP</th><th>JCC</th><th>Employee Engagement Group</th><th>Staff Consultation</th></tr>
<tr><td>1. Flexible Working</td><td>1 Apr</td><td>17 Apr</td><td>17 Apr</td><td>20 Apr – 11 May</td></tr>
<tr><td>2. Maternity & Parental Leave</td><td>1 Apr</td><td>17 Apr</td><td>17 Apr</td><td>20 Apr – 11 May</td></tr>
<tr><td>3. Dignity in Workplace</td><td>7 May</td><td>15 May</td><td>15 May</td><td>15 May – 4 Jun</td></tr>
<tr><td>4. Staff Code of Conduct</td><td>7 May</td><td>15 May</td><td>15 May</td><td>15 May – 4 Jun</td></tr>
<tr><td>5. Harm Reduction</td><td>N/A</td><td>15 May</td><td>15 May</td><td>15 May – 4 Jun</td></tr>
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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 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

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STAFF FLEXIBLE WORKING POLICY

REFERENCE: PL/HR/~~2014~~2025/~~005~~016

~~Lead Officer~~Policy Owner	Vice Principal – Curriculum, Operations and External Relations
~~Review~~ Lead Officer	Head of Human Resources
Review Officer	HR Business Partner
Date first approved by BoM	March 2009
First Review Date	March 2013
Date review approved by BoM	27th June 2023
Next Review Date	~~June~~ December 2026
Equality impact assessment	Yes

Reviewer	Date	Review Action/Impact
HR Manager	2016	Reviewed by BoM - approved
HR Manager	June	Review approved
HRBP	13.03.20	Policy Statement – reference to ACAS Code.
HRBP	13.03.2026	Scope – amended to reflect new statutory framework.

HRBP	13.03.2026	Responsibilities – amended to reflect inclusion of Leadership Forum Member in decision-making process.

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1. Policy Statement

Whilst there is legislation outlining the statutory rights of employeesstaff who wish to make a flexible working application, UHI Inverness is committed to promoting the equality of opportunity for all employeesstaff through its approach to requests for flexible working.

UHI Inverness recognises that flexible working can bring many benefits to employers and employees. It can:

- help people to better balance their working lives alongside their personal responsibilities, needs and preferences.
- be beneficial for health and wellbeing.
- make employment more accessible for more people.
- help employers address labour and skills shortages.
- improve employee retention and recruitment.
- create more diverse and inclusive workplaces.

The purpose of this policy and procedure is to:

- Outline an employee's statutory rights and explain the process for making a Flexible Working Application.

- FTo facilitate such discussions between managers and employees when considering flexible working patternsarrangements so that they meet both the needs of the employee and UHI Inverness.

- Where operationally and financially viable, help employees to achieve a healthier work-life balance by, where possible, supporting individuals to work on a flexible basis.

UHI Inverness will give thorough consideration as to the practicalities of requests for flexible working arrangements from any member of staffemployee, not just those who are eligible under the legislation. Hhowever, staff should not assume that any application made will be automatically accepted.

This policy and associated procedure have been written in conjunction with the ACAS Code of Practice on Flexible Working Requests to ensure best practice is adhered to when considering applications for flexible working.

2. Legislative framework/ related policies

- Employment Rights Act 1996
- Employment Act 2002
- Employment Relations Act 2004
- Employment ~~Rights~~ Relations (Flexible Working) Act 2023
- Work and Families Act 2006
- Equality Act 2010
- Flexible Working (Procedural Requirements) Regulations 2000
- Flexible Working (Eligibility, Complaints and Remedies) Regulations 2002
- ACAS (Flexible Working) Arbitration Scheme (Great Britain) Order 2004
- ACAS Code of Practice on Requests for Flexible Working
- Flexible Working Regulations 2014
- UHI Inverness Maternity and Parenting Leave Policy and Procedure
- UHI Inverness Use of College Equipment and Network Access Outwith the UK
- UHI Inverness Talent Management Strategy
- UHI Equality, Diversity and Inclusivity Policy

3. Scope

All employees have the statutory right to request flexible working from day one of employment.

Employees may make up to two statutory requests within any 12-month period.

An employee may have only one live request for flexible working with UHI Inverness at any one time. Once a request has been made, it remains live until any of the following occur:

- a decision about the request is made by the employer.
- the request is withdrawn.
- an outcome is mutually agreed.
- the statutory two-month period for deciding requests ends.

A request for flexible working could include, but not be limited to:

- part-time working
- term-time working
- job sharing
- compressed hours
- annualised hours
- homeworking

~~Staff have a statutory right to:~~

- ~~Apply for flexible working from day 1 of employment; and~~
- ~~Make up to 2 applications for flexible working in any 12-month period.~~

~~However, consideration will be given to all flexible working applications received, not limited to only those submitted by staff who fulfil the statutory requirements.~~

This policy does not apply to hybrid working (splitting working time between a campus and alternative location, usually the employee's home address) which is an informal voluntary arrangement rather than a contractual one. Further information can be found in the Hybrid Working Guidance found on the Quality SharePoint site.

This policy does not apply to applicants not currently employed directly by UHI Inverness. Similarly, existing staff applying for alternative roles within UHI Inverness should do so on the basis of the working arrangements advertised rather than assuming that any existing flexible working arrangements will be maintained.

4. Definitions

The term "flexible working" describes any working arrangement whereby the working hours, and/or time, and/or location that work is undertaken, are different from ~~the standard practice or~~ that which is defined in the employee's contract of employment.

~~The standard practice for staff at UHI Inverness is 35 hours per week, full time equivalent worked Monday to Friday between the hours of 08:00 and 18:00 with a 1-hour unpaid break.~~

5. Responsibilities

5.1. Human Resources (HR)

- Provide advice, guidance and support to managers and staff on the application of this p~~P~~olicy and p~~P~~rocedure.
- ~~Submit all Flexible Working Applications to the Staff Resource Panel in a timely manner.~~
- Write to staff, informing them of the final outcome of their Flexible Working Application, within 2 months of being received, inclusive of any appeal.
- Monitor trial periods for approved flexible working arrangements.
- Inform staff in writing of any permanent changes to their contract of employment.

5.2. L~~eadership Forum Member ine Managers~~

- ~~Discuss and finalise~~Consult with employees on Flexible Working Applications received, in conjunction with the employee's line manager.~~with staff prior to submission to HR. and the Staff Resource Panel.~~

- Decide whether to accept a request for flexible working, either in full or a modified version of the original request; or to reject a request based on one or more of the 8 business reasons as set out in the Employment Rights Act 1996.

- Submit Flexible Working Applications to HR in a timely manner along with the decision and notes from any consultation meetings.

- Monitor the suitability of any new flexible working arrangement during the trial period, discussing with the line manager and employee as appropriate.

5.3. Line Managers

- Submit applications received for flexible working to the appropriate member of the Leadership Forum.

- Participate in consultation meetings with employees on Flexible Working Applications received, in conjunction with the appropriate member of the Leadership Forum.

- Complete the Employee Change Notification form for approved Flexible Working Applications and submit to HR in a timely manner. ~~upon receipt of the Staff Resource Panel outcome email.~~

- Monitor the suitability of any new flexible working arrangements during the trial period (if applicable), discussing with the employee and appropriate member of the Leadership Forum, and reporting back to HR.

5.~~3~~4. ~~Staff~~Employees

- ~~Discuss proposed applications for flexible working with the line manager in the first instance.~~

- Submit ~~finalised~~ applications for flexible working to the line manager on the appropriate application form.

- Participate in ~~discussions~~ consultation with management~~the line manager~~ in relation to ~~the~~ requests for~~suitability of~~ flexible working ~~arrangements trialled during the trial period~~.

- Participate in discussions with management during any trial period applied, around the suitability of the new flexible working arrangement.

6. Monitoring

Each college 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.

The ~~following performance indicators will be used to monitor implementation of the Staff Flexible Working Policy and Procedure:~~

n~~N~~umber of Flexible Working Applications received and the ~~.~~n
~~N~~ature of Flexible Working Applications received (e.g., reduction in working hours, change to work pattern, etc.~~)~~ will be reported to the Executive Management Committee and ~~HR Committee~~ on a quarterly basis:

Further breakdown of these performance indicators will be used to identify any emerging patterns on Flexible Working Applications and wider organisational performance.

~~Monitoring of performance indicators will take place at the HR Committee on a quarterly basis.~~

7. Review

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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Equalities Impact Assessment (EIA)

ITEM 03.a.1

Policy/Procedure/Strategy	Staff Flexible Working Policy and Procedure	Lead Officer	Head of HR
New / Revised / Existing	Revised	Review Officer	HR Business Partner
Review Due		Assessment Date	03 March 2026

Step 1 – Aim

Aim of proposed activity/decision/new or revised policy or procedure:

Whilst there is legislation outlining the statutory rights of employees who wish to make a flexible working application, UHI Inverness is committed to promoting the equality of opportunity for all employees through its approach to requests for flexible working.

UHI Inverness recognises that flexible working can bring many benefits to employers and employees.

The purpose of this policy and procedure is to:

- Outline an employee's statutory rights and explain the process for making a Flexible Working Application.
- To facilitate such discussions between managers and employees when considering flexible working patterns so that they meet both the needs of the employee and UHI Inverness.
- Where operationally and financially viable, help employees to achieve a healthier work-life balance by, where possible, supporting individuals to work on a flexible basis.

Who will be affected?	Who will be consulted?	Evidence Available:
This policy and procedure apply to all employee's at UHI Inverness.	• All staff at UHI Inverness. • Three recognised trade unions at UHI Inverness – EIS, GMB and UNISON. • UHI Inverness's EMT and Board of Management.	The number of Flexible Working applications received, the nature of Flexible Working applications received and their outcomes will be reported to the Executive Management Committee and on a quarterly basis.

Step 2 – Potential Positive (P) / Negative (N) / Neutral (N/I) impact identified:

Area:	Age	Disability	Gender Reassignment	Marriage/ Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination	P	P	P	P	P	P	P	P	P
Advancing Equality of Opportunity	P	P	P	P	P	P	P	P	P
Promoting Good Relations	P	P	P	P	P	P	P	P	P

Step 3 – Consider the Environmental Sustainability Impact (including Potential Positive (P) / Negative (N) / Neutral (N/I) impact)

Staff flexible working policies enhance environmental sustainability by reducing commuting emissions and lowering office energy consumption.

Step 4 – Outline actions taken to ensure no detriment resulting from change

Communication to all employees (perhaps in Wee Connect) outlining the Flexible Working rights available to all employees to increase awareness in all the protected characteristic groups.

Summary of EIA Outcome	
☐	No further action to be carried out
☐	Amendments or changes to be made
☐	Proceed with awareness of adverse impact
☐	Abandon process – stop and rethink

Completed EIA Forms to be sent to Quality.ic@uhi.ac.uk.

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MATERNITY & PARENTING LEAVE POLICY

Document Reference Number	X
Date Approved	X
Review Date	X
EIA	X
Lead Officer	X
Review Officer	X

Version Control History

Reviewer	Date of Change	Summary of Revisions made
HR Manager	09/06/2008	Review approved by BoM
HR Manager	26/03/2012	Review approved by BoM
HR Manager	28/03/2017	Review approved by BoM
HR Manager	30/04/2020	Review approved by BoM
Head of HR	June 2025	Review approved by BoM
Head of HR	April 2026	Added new relevant legislation Added clearer definition of shared parental leave Reverted to using Employee throughout for consistency Revert to Professional Services rather than Support Staff.

Commented [CW1]: Recommended to review again in early 2027 before additional changes from the Employment Rights Act 2025 come into force, such as Miscarriage entitlement (AS)

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1. Policy Statement

UHI Inverness recognises the importance of a positive approach to ensuring that, as far as reasonably practicable, employees are able to combine their career and family responsibilities, maintaining a healthy work-life balance. This will assist UHI Inverness in operating effectively through retaining a valued subset of the workforce, providing the necessary support to employees and ensuring that all employees are treated in a consistent and fair manner and in accordance with relevant legislation.

This policy sets out the arrangements for:

- Maternity leave and pay
- Adoption leave and pay
- Paternity leave and pay
- Fertility leave and pay
- Shared parental leave and pay
- Neonatal leave and pay

UHI Inverness is committed to supporting and maintaining a family-friendly environment that encourages individuals in their ongoing contribution to the organisation whilst supporting or starting a family.

The aim of this policy, and the supporting procedures, is to provide employees, line managers and HR staff with important information regarding:

- Working whilst pregnant.
- Eligibility and applying for maternity or other forms of parenting leave.
- What happens during maternity or other parenting leave.
- The assistance available.
- Rights regarding returning to work.
- Requests for Fertility Leave.

In addition, this policy aims to ensure consistency of approach in line with employment legislation and UHI Inverness' commitment to good employment practices.

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2. Legislative Framework / Related Policies

- The Employment Relations Act 1999
- The Maternity and Parental Leave (Amendment) Regulations 2002

- Additional Statutory Paternity Pay (weekly rates) Regulations 2010
- Additional Paternity Leave Regulations 2010
- The Paternity Leave (Amendment) Regulations 2024
- Shared Parental Leave Regulations 2014
- Parental Bereavement Leave Regulations 2020
- The Employment Act 2002
- The Employment Rights Act 1996
- The Equality Act 2010
- UHI Inverness Special Leave Policy and Procedure
- The Neonatal Care (Leave and Pay) Act 2023
- Protection from Redundancy (Pregnancy and Family Leave) Act 2024
- Employment Rights Act 2025
- Flexible Working Regulations 2014
- Employment Relations (Flexible Working) Act 2023
-

Any circular which is issued under the provisions of the National Joint Negotiating Committee (NJNC) is binding on Inverness College UHI as a signatory of the National Recognition and Procedures Agreement.

3. Scope

This policy applies to all ~~staff employed~~employees at UHI Inverness who qualify under the various eligibility criteria for the different types of parenting leave, as outlined in the Maternity & Parenting Leave Procedure.

4. Definitions

Type of Leave	Definition
Maternity Leave	A period of absence from work granted to a mother before and after the birth of her child.
Adoption Leave	A period of absence from work granted to a primary adopter before and after the adoption of their child.
Shared Parental Leave	Allows birth mothers to share up to 50 weeks~~a portion~~ of ~~maternity~~ leave and up to 37 weeks of pay with their partners to care for a child from two weeks after birth until their first birthday.
Paternity Leave	A period of absence from work granted to a biological/adoptive father after or shortly before the birth of their child.

Neonatal Care Leave	Allows parents up to 12 weeks leave to support employees whose baby is receiving, or has received, neonatal care within the first 28 days of birth and care has continued for a period of 7 consecutive days.
Ordinary Parental Leave	Up to 18 weeks unpaid leave from work per child until the child is 18, up to a maximum of 4 weeks per year.
Fertility Leave	Paid time off to undergo fertility treatment.
KIT/SPLIT	"Keeping in Touch" Days or "Shared Parental Leave in Touch" Days.

5. Responsibilities

5.1Human Resources (HR)

- Provide advice, guidance and support to managers and employees ~~staff~~ on parenting leave eligibility, application process, support available and return to work.
- Process applications for parenting leave, confirming eligibility to employees ~~staff~~ within a timely manner.
- Notify payroll of parental leave arrangements in a timely manner.
- Process KIT/SPLIT forms submitted following parenting leave, notifying payroll of hours to be paid.
- Enter parenting leave absences in the HR system to ensure accurate recording.

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5.2 Line Managers

- Discuss with employees ~~staff~~ their plans to take parenting leave, negotiating dates for periods of leave where necessary and applicable and maintaining a supportive and family-friendly approach to requests.
- Implement risk assessment protocols and recommendations for pregnant employees.
- Refer pregnant employees to Occupational Health (OH) as required, where pregnancy is affecting attendance or performance at work.
- Progress OH recommendations as required for pregnant employees.
- Review and sign applications for parenting leave, before submitting to HR for processing.
- Maintain contact with employees during periods of parenting leave, ensuring they are kept informed of organisational updates or changes, particularly those affecting their contract of employment (e.g., staff consultation and national bargaining), or in relation to health & safety, or security.
- Respond to employee ~~staff~~ requests to take KIT/SPLIT Days.
- Review and sign KIT/SPLIT forms, submitting to HR once approved.

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- Liaise with employees ~~staff~~ around return-to-work arrangements, ensuring HR are kept informed in advance of any return to work.

5.3 Employees~~Staff~~

- Read this policy and associated procedure thoroughly prior to applying for a period of parenting leave.
- Follow notification requirements for parenting leave.
- Complete the appropriate form(s) when applying for parenting leave, submitting to the line manager for review in line with notification timescales.
- Complete pregnancy risk assessment, as applicable, in conjunction with the Health & Safety Manager.
- Agree arrangements for keeping in contact with line manager during periods of parenting leave.
- Follow notification requirements for amending leave dates or ending a period of leave early.
- Liaise with line manager about KIT/SPLIT days to be worked.
- Record KIT/SPLIT Days worked on the appropriate form, submitting to the line manager in a timely manner.

6. Compliance

6.1 This policy is a cross-wide college policy; and all employees ~~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.

6.2 This document is compliant with the statutory provisions outlined in the Maternity, Adoption, Ordinary Parental Leave and Shared Parental Leave Regulations as detailed in the 'Legislative framework/related polices' above.

7. Monitoring

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.

The following maternity or adoption Performance Indicators will be used to monitor implementation:

- Quarterly reporting of numbers of employees on maternity, paternity, fertility or adoption leave with associated data analysis.
- Utilisation of 'Keeping in Touch' Days.
- Average number of sick days per employee.

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- Breakdowns will be by department.

8. Review

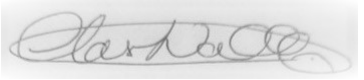
This policy will be reviewed on a 3 yearly basis to ensure currency of content, or sooner if legislative change requires, and will be amended as a result of any agreed changes to the terms and conditions of Aacademic and/or Professsional Services employees ~~support staff~~ as a result of agreements reached through ~~at National Joint Negotiating Committee~~ National Bargaining .

DRAFT

UHI | INVERNESS

Equality Impact Assessment Form

ITEM 03.b.1

Policy/Procedure/Strategy:	Maternity & Parenting Leave policy	Author/Owner:	Nicola Quinn/ Clair Wallace	Signature:	
Review Due:	February 2027	Department/Section:	Human Resources		
Date of Assessment:	March 2026			Date:	25/03/2026

Step 1

Aim of proposed activity/decision/new or revised policy or procedure:

UHI Inverness recognises the importance of a positive approach to ensuring that, as far as reasonably practicable, employees are able to combine their career and family responsibilities, maintaining a healthy work-life balance. This will assist UHI Inverness in operating effectively through retaining a valued subset of the workforce, providing the necessary support to employees and ensuring that all employees are treated in a consistent and fair manner and in accordance with relevant legislation.

This policy sets out the arrangements for:

- Maternity leave and pay
- Adoption leave and pay
- Paternity leave and pay
- Fertility leave and pay
- Shared parental leave and pay
- The Paternity Leave (Amendment) Regulations 2024
- The Neonatal Care (Leave and Pay) Act 2023
-

It has been updated to include arrangements for Neonatal leave and pay, along with two additional legislative changes:

- The Employment Rights Act 2025

Who will be affected?	Who will be consulted?	Evidence available:
This policy applies to all employees at UHI Inverness.	• All staff at UHI Inverness. • 3 recognised Trade Unions – EIS, UNISON and GMB. • UHI Inverness's EMT and Board of Management.	

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Equality Impact Assessment Form
ITEM 03.b.1

Step 2

Potential Positive/Negative/Neutral Impact Identified. **P, N, N/I**	Age	Disability	Gender Reassignment	Marriage/Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination	N/I	N/I	N/I	N/I	P	N/I	N/I	P	N/I
Advancing Equality of Opportunity	N/I	N/I	N/I	N/I	P	N/I	N/I	P	N/I
Promoting Good Relations.	N/I	N/I	N/I	P	P	N/I	N/I	P	N/I

Step 3

Sustainability	Neutral Impact.

Step 4

No further action to be taken

Summary of EIA Outcome – please tick

☐ No further action to be carried out
☐ Amendments or changes to be made
☐ Proceed with awareness of adverse impact
☐ Abandon process – Stop and Rethink

Please forward completed EIA forms to the Quality Unit

ITEM 03.c

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DIGNITY IN THE WORKPLACE POLICY

Document Reference Number	PL/HR/2025/013
Date Approved	09 March 2009
Review Date	31 December 2026
EIA	Yes
Lead Officer	Head of HR
Review Officer	HR Business Partner

Version Control History

Reviewer	Date of Change	Summary of Revisions made
HR Manager	28/06/2022	Review approved by BoM
Head of HR / HR Business Partner	May 2026	• Updated format & structure to align with other Policies adding Policy statement, Roles & Responsibilities and Contents • Expanded the scope to show its not a contractual term. • Updated the legislative framework & relevant policies • Updated the definition of harassment in line with ACAS guidance

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   2.2. Managers ..... 7~~5~~
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7. Monitoring ..... 7~~6~~
8. Review ..... 8~~6~~

~~**Add Contents page**~~

~~**Similar format to our policies including definitions and responsibilities.**~~

~~1.~~ 1. Policy Statement

UHI Inverness is committed to developing and encouraging a working environment and culture whereby every member of staff has the right to work in an environment which is free from bullying and harassment.

The purpose of the Dignity in the Workplace Policy and Procedure is to highlight behaviours that could be construed as bullying or harassment in the workplace and outline the organisation's approach to managing bullying and harassment. The procedure will also explain what steps individuals can take if they encounter such behaviours.

It is important for staff to be aware that bullying and harassment will not be tolerated. Such behaviours will be treated in accordance with disciplinary policies and procedures, an outcome of which may result in dismissal.

Complaints relating to sexual misconduct can be brought at any time, without any indicative time limit.

The College also has a legal responsibility to ensure the health and safety of staff and provide a working environment which is free from unlawful discrimination. All individuals have a responsibility to respect the feelings and sensibilities of others in the workplace, and to behave in a way which does not cause offence.

~~The College~~UHI Inverness ~~is committed to developing and encouraging a working environment and culture whereby every member of staff has the right to work in an environment which is free from bullying and harassment.~~

~~The purpose of the Dignity in the Workplace Policy and Procedure is to highlight behaviours that could be construed as bullying or harassment in the workplace and outline the organisation's approach in to managing bullying and harassment. The procedure will also explain what steps individuals can take if they encounter such behaviours.~~

~~It is important for staff to be aware that bullying and harassment will not be tolerated. Such behaviours will may be treated in accordance with disciplinary policies and procedures, an outcome of which may result in dismissal.~~

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~~Complaints relating to sexual misconduct can be brought at any time, without any indicative time limit. Staff should refer to the Sexual Harassment Policy for further information.~~

~~The College also has a legal responsibility to ensure the health and safety of staff and provide a working environment which is free from unlawful discrimination. All individuals have a responsibility to respect the feelings and sensibilities of others in the workplace, and to behave in a way which does not cause offence.~~

~~2.~~ 2. Legislative Framework / Related Policies

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2.1. Employment Rights Act 1996

2.2. Equality Act 2010

2.3. The Protection from Harassment Act 1997

2.4. The Human Rights Act 1998

2.5. The Health & Safety at Work Act 1974

2.6. UK General Data Protection Regulation

2.7. UK Data Protection Act 2018

2.8 The Employment Rights Act 2025

2.9 Worker Protection (Amendment of Equality Act 2010) Act 2023

2.10~~8~~. Staff Disciplinary Policy and Procedure

2.11~~9~~. Staff Grievance Policy and Procedure

2.120. Staff Code of Conduct Policy and Procedure

2.131. ~~Inverness College's Guidance for Staff in Challenging Inappropriate Behaviour~~

2.14 UHI Equality, Diversity and Inclusivity Policy

~~3.~~ 3. Scope

3.1 The Dignity in the Workplace Policy applies to all Staff. This includes employees, members of the board, ~~, directors, officers,~~ agency workers, ~~seconded workers,~~ volunteers, interns and contractors.

3.2 The Dignity in the Workplace Policy and Procedure does not form part of any contract of employment or contract to provide services and the College may amend it at any time.

4. Definitions

Type	Definition
4.1 Bullying	Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, and/or an abuse or misuse of power that is meant to undermine, humiliate or injure the person on the receiving end. Examples are provided in the Dignity in the Workplace Procedure
4.2 Harassment	~~There are many definitions of harassment, however, it is usually defined by individuals as something which has happened to them that is unwelcome, unwarranted and causes a detrimental effect. Harassment against an individual in relation to a protected characteristic is illegal under the Equality Act 2010 and can be a criminal offense under the Protection from Harassment Act 1997. Wider definitions of harassment and examples are provided in the Dignity in the Workplace Procedure~~ In line with ACAS guidance, harassment is unwanted behaviour related to any of the following protected characteristics. • age • disability • gender reassignment • race • religion or belief • sex

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	• sexual orientation To be harassment, the unwanted behaviour must have either: • violated the person's dignity • created an intimidating, hostile, degrading, humiliating or offensive environment for the person
4.3 Victimisation	Victimisation is a particular form of bullying and harassment, and occurs where an individual is subjected to a detriment because they have done, or are suspected of doing or intending to do any of the following protected acts: • Making a complaint alleging that a person has contravened the Equality Act 2010 • Bringing proceedings under the Equality Act 2010; • Giving evidence as a witness in relation to a complaint or in connection with proceedings under the Equality Act 2010, or • Doing any other thing for the purposes of or in connection with the Equality Act 2010.

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5. Roles & Responsibilities

5.1. All Staff

2.1.1 All staff have a responsibility to comply with this policy and procedure to ensure that their behaviour towards colleagues does not cause offence and could not in any way be considered to be bullying or harassment.

2.1.2 It should also be highlighted that bullying, and harassment can result in legal liability for the perpetrator, as an individual. Harassment and bullying may result in disciplinary action up to and including dismissal.

2.1.3 Staff should also discourage bullying and harassment by making it clear that they find such behaviour unacceptable. Depending on the circumstances, this may include:

- intervening where they feel able to do so.
- Supporting the victim to report it or reporting it on their behalf.
- Reporting the incident where they feel there may be a continuing risk if it is not reported.
- Cooperating in any investigation into an incident.

2.1.4 Anyone who witnesses unacceptable behaviour has a responsibility to take action, by raising the issue within their line management structure, with another manager or the HR department. All witnesses will be provided with appropriate support and will be protected from victimisation.

2.2. Managers

2.2.1 It is important that managers respond sensitively and supportively to any member of staff who makes an allegation of bullying or harassment and provide them with clear advice on the policy and procedure.

2.2.2 Managers also need to be aware that where they see unacceptable behaviour taking place, whether or not a complaint is made, they have a responsibility to treat the matter seriously and take appropriate action e.g. intervening to eliminate the particular behaviour. They should also ensure that staff in general know how to raise problems, are aware of the policy and procedures, and of sources of help and advice which are available. For further guidance Managers should contact the HR department.

2.3. Human Resources Department

2.3.1 Members of the Human Resources department can be contacted by managers for advice and support when dealing with complaints. They can also advise individuals (those raising a complaint and those complained against) on the procedures and sources of help which are available.

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~~4.~~ 6. Compliance

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64.1 This policy and procedure must be complied with and ~~it~~ will be audited regularly with reports going to the appropriate committee.

75. Monitoring

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75.1 Each college policy will be monitored and its implementation evaluated.

75.2 Appropriate procedures for monitoring and evaluation are the responsibility of the lead officer. These procedures will be subject to audit by the Quality ~~Unit~~department.

86. Review

86.1. The policy and procedure will be reviewed every 3 years or sooner, to continue to meet College requirements and any legislative changes, and to ensure currency of content.

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UHI | INVERNESS

Equalities Impact Assessment (EIA)

ITEM 03.c.1

Policy/Procedure/Strategy	Policy and Procedure	Lead Officer	Head of HR
New / Revised / Existing	Revised	Review Officer	HR BP
Review Due	May 2026	Assessment Date	30/04/2026

Step 1 – Aim

Aim of proposed activity/decision/new or revised policy or procedure:

UHI Inverness is committed to developing and encouraging a working environment and culture whereby every member of staff has the right to work in an environment which is free from bullying and harassment. The purpose of the procedure is to provide examples of what is considered unacceptable behaviour, prevent behaviour that could be construed as bullying or harassment, explain what steps individuals can take if they encounter such behaviours, and outline how issues will be dealt with.

Who will be affected?	Who will be consulted?	Evidence Available:
This policy and procedure applies to all staff at UHI Inverness.	• All staff at UHI Inverness. • 3 recognised Trade Unions – EIS, UNISON and GMB. • UHI Inverness's EMT and Board of Management.	

Step 2 – Potential Positive (P) / Negative (N) / Neutral (N/I) impact identified:

Area:	Age	Disability	Gender Reassignment	Marriage/ Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination	P	P	P	P	P	P	P	P	P
Advancing Equality of Opportunity	P	P	P	P	P	P	P	P	P
Promoting Good Relations	P	P	P	P	P	P	P	P	P

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Equalities Impact Assessment (EIA)

ITEM 03.c.1

Step 3 – Consider the Environmental Sustainability Impact (including Potential Positive (P) / Negative (N) / Neutral (N/I) impact)
N/I

Step 4 – Outline actions taken to ensure no detriment resulting from change
Full review undertaken to ensure all new legislation is covered. Updated structure, format, layout to align with other Procedures e.g. contents page. Enhanced to meet legislation requirements to take all reasonable steps to prevent sexual harassment. Added 3rd party harassment & victimisation. UHI Inverness also requested procedure be reviewed by Anderson Strathearn

Summary of EIA Outcome	
☒	No further action to be carried out
☐	Amendments or changes to be made
☐	Proceed with awareness of adverse impact
☐	Abandon process – stop and rethink

Completed EIA Forms to be sent to Quality.ic@uhi.ac.uk.

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STAFF CODE OF CONDUCT POLICY

Document Reference Number	PL/HR/2025/015
Date Approved	15 December 2008
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
HR Manager	28.03.11	Reviewed by BoM
HR Manager	01.06.17	Reviewed by BoM HR Committee
HR Manager	06.10.20	Reviewed by BoM – Approved
HR Manager	28.06.2022	Review Approved by BoM
Head of HR / HR Business Partner	May 2026	Added Contents page Added additional relevant legislation/ policies Added Responsibilities Amended the term college to UHI Inverness

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4. Responsibilities 6
5. Monitoring 7
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1. Policy Statement

~~Employees~~ Staff are required to work to the best of their ability and always try to promote and develop the business of the UHI Inverness~~College~~ and its interests generally. This Staff Code of Conduct incorporates existing policies, regulations and conditions of service and provides further guidance on the minimum standards of conduct expected of UHI Inverness ~~College~~ staff ~~employees~~. The purpose of the Staff Code of Conduct ~~stands beside but does not, of course, exclude or replace an employee's rights and responsibilities under legislation or under the implied terms of the employment contract: its purpose~~ is to provide clear and helpful ~~advice~~guidance.

Observance of the terms and requirements of this Code will help to ensure that an employee's relationship with the UHI Inverness ~~College~~ is successful and productive. As a member of UHI Inverness ~~College~~ staff, ~~employees~~ staff are expected to conduct themselves with integrity, impartiality and honesty.

Line Managers are responsible for ensuring staff ~~employees~~ within their team are aware of all relevant policies and procedures and of this Code of Conduct. All ~~employees~~ staff are responsible for familiarising themselves with UHI Inverness ~~College~~ policies, procedures, standards, and for observing them.

A breach of the Staff Code of Conduct may result in disciplinary action in accordance with UHI Inverness ~~the College~~'s Staff Disciplinary Procedure.

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2. Legislative framework/related policies

2.1. The Public Interest Disclosure Act 1998

2.2. The General Data Protection Regulations

2.2. The Data Protection Act 2018

2.3. The Freedom of Information Act 2000

2.11. The Sexual Offences Act 2003

2.12. The Sexual Offences Act (Scotland) 2009

2.13. The Adult Support and Protection (Scotland) Act 2007

2.143. The Smoking, Health & Social Care (Scotland) Act 2005

2.154. The Human Rights Act 1998

2.165. The Health & Safety at Work Act 1974

2.176. The Bribery Act 2010

2.187. The Equality Act 2010

2.198. The Employment Rights Act ~~1996~~ 2025

2.20198. Staff Disciplinary Policy and Procedure

2.21019. Staff Grievance Policy and Procedure

2.2210. Staff Recruitment & Selection Policy and Procedure

2.232. IC Finance Regulations

2.243. Public Interest Disclosure (Whistleblowing) Policy and Procedure

2.254. Health & Safety Policy

2.265. ~~IC University~~UHI Partnership~~—~~ Information Security Acceptable Use Policy

2.27 Information Security Policy

2.287 Use of College Equipment Outwith the UK Policy

2.298 Data Protection Policy

2.2930~~6~~. Link - Professional Standards and Code for Lecturers - The General Teaching Council for Scotland (gtcs.org.uk).

2.3~~0~~127~~~~ Link – Professional Standards and Code of Professionalism and Conduct (CoPAC) for lecturers: Professional Standards and Code for Lecturers - The General Teaching Council for Scotland (gtcs.org.uk)

This list is neither exclusive nor exhaustive and staff should check the UHI Inverness, All Staff Quality Documents for a full list of policies and updates.

3. Scope

3.1. The Staff Code of Conduct applies to all staff of UHI Inverness ~~College~~. This includes ~~employees~~staff, ~~directors, officers~~, agency workers, ~~seconded workers,~~ volunteers, interns and contractors.

3.2. There is a separate Code of Conduct which applies to members of the Board of Management. Reference to this policy should also consider the ~~IC University~~UHI Partnership – Information Security Acceptable Use Policy.

3.3 The Staff Code of Conduct Policy and Procedure does not form part of any contract of employment or contract to provide services and UHI Inverness ~~the College~~ may amend it at any time.

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4. Responsibilities

4.1. Human Resources (HR)

The HR department is responsible for providing advice, guidance and support to managers and staff in relation to the Staff Code of Conduct Policy and Procedure.

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4.2. Line Managers

Line managers are responsible for ensuring the consistent, fair and equitable application of this policy and procedure, obtaining advice and guidance from HR where necessary.

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Line managers are also responsible for reporting any breaches to the relevant person/ department as appropriate and as soon as is practicable.

4.3. Governance Officer

The Governance Officer is responsible for providing advice and guidance to ~~employees~~staff on declarations of gifts or hospitality.

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They are also responsible for maintaining an accurate register of all gifts and hospitality either given or received within UHI Inverness upon receipt of a completed declaration.

4.4~~3~~. ~~Employees~~Staff

Individual ~~employees~~staff have a responsibility to familiarise themselves with this policy and procedure and to comply with its application and other associated procedures as appropriate.

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~~4. Compliance~~

~~4.1. This policy must be complied with and will be audited regularly with reports going to the appropriate committee.~~

5. ~~Monitoring~~ Compliance

5.1. This policy must be complied with and will be audited regularly with reports going to the appropriate committee.

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5.2. Each ~~C~~college UHI Inverness 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~~department.

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6. Review

6.1. The Code of Conduct Policy and Procedure will be reviewed every 3 years or sooner, to continue to meet UHI Inverness ~~College~~ requirements, any legislative framework changes, and to ensure currency of content.

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Equalities Impact Assessment (EIA)

ITEM 03.d.1

Policy/Procedure/Strategy	Policy and Procedure	**Lead Officer**	Head of HR
***New* / Revised / Existing**	Revised	**Review Officer**	HR BP
Review Due	December 2026	**Assessment Date**	30/04/2026

Step 1 – Aim

Aim of proposed activity/decision/new or revised policy or procedure:

UHI Inverness Staff are required to work to the best of their ability and always try to promote and develop the business of the College and its interests generally. Observance of the terms and requirements of this Code will help to ensure that an employee's relationship with the College is successful and productive. In undertaking their duties staff are required to do so objectively and with integrity. They will be accountable for their decisions and actions taken, being as open and honest as possible. Leadership is not just the role of managers. All staff are in a position of trust and have a responsibility to conduct themselves in accordance with UHI Inverness's values and promote UHI Inverness's aims and purposes.

Who will be affected?	Who will be consulted?	Evidence Available:
This policy and procedure applies to all staff at UHI Inverness. This includes employees, agency workers, volunteers, interns and contractors. *NB There is a separate Staff Code of Conduct which applies to members of the Board of Management.	• All staff at UHI Inverness. • 3 recognised Trade Unions – EIS, UNISON and GMB. • UHI Inverness's EMT and Board of Management.	

Step 2 – Potential Positive (P) / Negative (N) / Neutral (N/I) impact identified:

Area:	Age	Disability	Gender Reassignment	Marriage/ Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Advancing Equality of Opportunity	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Promoting Good Relations	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3 – Consider the Environmental Sustainability Impact (including Potential Positive (P) / Negative (N) / Neutral (N/I) impact)
N/I

Step 4 – Outline actions taken to ensure no detriment resulting from change
Full review undertaken to ensure all new legislation is covered. Updated structure, format, layout to align with other Procedures e.g. contents page. Updated the Colleges purpose, vision, values, aims and commitments. UHI Inverness also requested procedure be reviewed by Anderson Strathearn

Summary of EIA Outcome	
☒	No further action to be carried out
☐	Amendments or changes to be made
☐	Proceed with awareness of adverse impact
☐	Abandon process – stop and rethink

Completed EIA Forms to be sent to Quality.ic@uhi.ac.uk.

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Harm Reduction Policy

Document Reference Number	TBC
Date Approved	TBC
Review Date	TBC
EIA	Yes
Lead Officer	Vice Principal – Curriculum, Student Experience & Quality
Review Officer	Wellbeing & Learning Support Manager
Further Information	In collaboration with the Highland Drug and Alcohol Partnership

Version Control History

Reviewer	Date of Change	Summary of Revisions made
Wellbeing & Learning Support Manager	May 2026	New Policy developed

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1. Policy Statement

UHI Inverness is committed to providing a safe, healthy, inclusive and productive working environment for all students, staff, volunteers and visitors. Personal wellbeing and health and safety are always a priority. UHI Inverness recognises the growing challenge the harmful use of drugs and alcohol pose to our society, and the college are committed to proactively supporting any concerns in relation to drugs and alcohol which may impact on individuals.

UHI Inverness believes that the harmful use of drugs and alcohol is detrimental to the health and wellbeing of individuals and could adversely affect the safe and efficient working of UHI Inverness.

UHI Inverness supports the work of the Highland Alcohol and Drugs Partnership and its endeavours to prevent and reduce alcohol and drug related harm in Highland. We recognise that Highland and Scotland face key socio-economic challenges underpinning harmful alcohol and drug use. UHI Inverness want to play a pro-active role in education, prevention and early intervention which are key to promoting informed, healthy choices around alcohol and drug use. As part of our wider commitment to wellbeing, UHI Inverness will:

- Deliver regular awareness workshops / campaigns
- Promote a culture of care and responsibility
- Provide clear referral pathways for students to counselling, health services, and external partners
- Provide support for staff through the employee assistance programme
- Train staff and students to respond supportively and signpost effectively

The aims of this policy are to clearly state UHI Inverness' position on the use of drugs and alcohol and to support our ability to provide a safe environment for everyone who works and learns at UHI Inverness.

The policy also aims to ensure that learners and staff:

- Treat individuals with dignity and respect
- Facilitate the early intervention and support available for any concerns individuals experience associated with the harmful use of alcohol and/or drugs
- Seek advice, help and assistance if they have any concerns
- Have an awareness of the health, wellbeing and legal issues associated with alcohol and/or drug use to enable individuals to make informed choices, along with supportive and caring harm-minimising strategies

2. Legislative Framework / Related Policies

2.1. Legislative framework

- The National Collaborative Charter of Rights 2024
- National Drugs Mission Plan: 2022 - 2026
- National Guidance for Child Protection in Scotland 2021
- Alcohol Framework 2018
- Rights, respect and recovery 2018
- Psychoactive Substances Act 2016
- Counter-terrorism and Security Act 2015
- Children and Young People (Scotland) Act 2014
- Mental Health Act 2007
- Adult Support and Protection (Scotland) Act 2007
- Mental Health (Care and Treatment) (Scotland) Act 2003
- Protection of Children (Scotland) Act 2003
- Health and Safety at Work Act 1974
- The Misuse of Drugs Act 1971
- Equality Act 2010

2.2. **Related Policies, Procedures and 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.

- Support to Study Procedure and Guidance
- Gender Based Violence Policy
- Student Code of Conduct
- Student Disciplinary Procedure
- Mental Health Strategy
- Mitigating Circumstances Procedure
- Student Mental Health and Counselling Policy
- Safeguarding Policy and Procedure
- PVG Scheme Membership for Students Procedure
- PVG Scheme for New and Existing Staff Procedure
- Health and Safety Policy
- Highland Alcohol and Drugs Partnership Strategic Plan 2025-2030
- Staff Code of Conduct Policy & Procedure
- Staff Disciplinary Policy and Procedure
- Staff Wellbeing Policy and Guidance
- General Teaching Council Scotland Code of Professionalism and Conduct

3. Scope

3.1. This policy applies to all learners and staff at UHI Inverness in line with Highland's Drug and Alcohol strategy and the whole systems approach needed to meet the needs of people with problem alcohol and drug use.

3.2. UHI Inverness recognises the Charter of Rights for people affected by substance use and are committed to removing any stigma as a barrier to people getting the support they need. The college will adopt the new approaches outlined in the Charter which prioritise health, dignity and inclusion and will be guided by the international guidelines on human rights and drug policy. All cases which require intervention will be treated confidentially and with sensitivity to protect the rights of individuals.

3.3. The policy applies to observable behaviours both on UHI Inverness campus premises and in external settings where UHI Inverness has responsibility including, for example, UHI Inverness: supported trips, transport, approved work placement. It does not encroach an individual's personal life out with UHI Inverness and respects the right of an individual to a personal life and personal choices within that.

3.4. Reasonable suspicion is based on observable signs and behaviours, not assumptions or stereotypes. Indicators may include but are not limited to:

- Slurred speech
- Unsteady gait or loss of coordination
- Aggressive, hostile, erratic, or inappropriate behaviour
- Confusion or disorientation
- Possession of alcohol / drugs in restricted areas
- Irritability, agitation, restlessness or euphoria
- Confusion, paranoia, hallucinations or delusions

3.5. The policy applies to a range of situations where an individual's behaviour raises concerns due to suspected influence of alcohol or drugs on UHI Inverness campus or in external settings where UHI Inverness has responsibility. Such concerns include, but are not limited to:

- Individuals using / under the influence of drugs, solvents or psychoactive substances ('legal' highs)
- Individuals distributing or in possession of drugs, solvents or psychoactive substances ('legal' highs)
- Individuals disclosing that they or a family member or friend are using drugs, solvents or psychoactive substances
- Individuals consuming and/or being under the influence of alcohol on campus with the exception of sanctioned alcohol use during arranged

events such as graduations and other public events authorised by Executive Management Team (EMT).

- UHI Inverness having a reasonable suspicion of any individuals under the influence of alcohol, drugs, solvents or psychoactive substances ('legal' highs) on UHI Inverness campus or in external settings where UHI Inverness has responsibility.
- Individuals eliciting behaviours giving cause for concern as a result of the inappropriate use of prescribed medication such as those listed above
- UHI Inverness having a reasonable suspicion of any individuals dealing, producing or being in possession of drugs, solvents or psychoactive substances ('legal' highs).
- Police or other credible disclosures made to UHI Inverness concerning an individual and a drug/alcohol related concern.
- Where the health and safety of any member of our learning community is placed at risk or where there is an aspect of criminality, UHI Inverness may consider disciplinary action if deemed appropriate. Any disciplinary action will be taken under UHI Inverness's Student / Staff Code of Conduct Policy and Procedure and the Student / Staff Disciplinary Procedure.

3.6. As outlined in the UHI Inverness Student Code of Conduct, the following behaviours constitute misconduct and may result in disciplinary action:

- The supply, attempted supply, or involvement in the supply of controlled substances or non-prescribed medication
- The supply, or involvement in the supply, of alcohol to individuals under the legal drinking age, or in areas where an alcohol ban is in place
- The use, possession, or consumption of controlled substances on any campus or during college-related activities
- The consumption of alcohol prior to participating in practical activities, where this may impact safety, judgement, or performance
- The failure to inform appropriate staff of the use of prescribed medication where potential side effects may pose a risk to the student, other students, or staff.

3.7. As outlined in UHI Inverness's Staff Code of Conduct Procedure:

- Drugs and alcohol issues within UHI Inverness will be dealt with through the provision of positive support and practical assistance. Staff who believe they have an alcohol or drug related problem are encouraged to seek specialist advice and support as soon as possible. If a staff member notices a change in a colleague's pattern of behaviour, they should encourage them to seek assistance through

their line manager or a member of HR. An individual may consult with a HR Business Partner or, alternatively, their line manager.

- It should be recognised that the nature of UHI Inverness's business, particularly in relation to contact with children and adults at risk, is such that incidents relating to inappropriate use of drugs or alcohol whilst within UHI Inverness may also be treated as a disciplinary issue and potentially amount to gross misconduct.
- Any member of staff found to be in possession of illegal drugs may face disciplinary actions in line with the Staff Disciplinary Policy and Procedure. Possession of illegal drugs may be regarded as Gross Misconduct which may result in summary dismissal and the matter being referred to the police.

3.8. In relation to both staff and students, where a drug or alcohol issue is connected to an underlying health condition, UHI Inverness will take steps to ensure the staff member is treated fairly and in line with our obligations under the Equality Act 2010. If the condition meets the definition of a disability, UHI Inverness has a duty to consider and implement reasonable adjustments to support the staff member in performing their role safely and effectively. This may include adjustments to duties, working patterns, supervision arrangements, or access to specialist support services.

3.9. UHI Inverness works collaboratively with the UHI halls of residence accommodation team to support any individuals where there is a concern around alcohol or drug use. In addition, our Student Code of Conduct aligns with the UHI halls of residence student tenancy agreement. This provides our students with supportive measures both on campus and within their living arrangements.

3.10. UHI Inverness will support individuals who have concerns of being ‘spiked’ and will encourage victims to report this crime to Police Scotland in addition to accessing our wellbeing services.

4. Compliance

4.1. UHI Inverness recognises and complies with its legal responsibilities under the Misuse of Drugs Act 1971 and will not tolerate the use or supply of any illegal/harmful substances, or the misuse of alcohol or volatile substances, psychoactive substances (‘legal’ highs) on its premises.

4.2. UHI Inverness recognises the potential linkages between problem alcohol and drug use and wider concerns and will comply with its legal and statutory obligations arising from legislation including the Protection of

Children (Scotland) Act 2003, the Adult Support and Protection (Scotland) Act 2007, the Counter-terrorism and Security Act 2015, the Children and Young People (Scotland) Act 2014, National Guidance for Child Protection in Scotland 2021 and other relevant guidance and regulations.

4.3. In accordance with the Health and Safety at Work etc. Act 1974, UHI Inverness has a legal duty to ensure, so far as is reasonably practicable, the health, safety, and wellbeing of all its employees, students, and visitors. This includes taking proactive steps to prevent risks associated with the misuse of drugs and alcohol within the UHI Inverness environment.

4.4. UHI Inverness will implement appropriate policies, provide relevant training, and take reasonable measures to identify and manage substance use that could impair an individual's ability to study safely. By fulfilling these obligations, the college aims to maintain a safe and supportive environment that promotes the wellbeing of the entire UHI Inverness community.

4.5. Where there is police involvement in relation to students, as per the Student Code of Conduct Policy, UHI Inverness will be unable to investigate any incidents whilst an official police investigation is underway. However precautionary actions may be taken to reduce risk, ensure the safety of others and protect the integrity of the police investigation. UHI Inverness will consult with the police during this period, and appropriate support will be provided to any learners or staff involved.

5. Monitoring

5.1. This is a UHI Inverness wide policy; and all staff and learners must comply. Reporting on this policy will always be anonymised and will come to EMT on an annual basis. The Quality team have oversight of the procedures in place for reviewing and monitoring to ensure currency, implementation and effectiveness are considered appropriately.

5.2. The following performance indicators will be used to monitor implementation of the Harm Reduction policy:

- Number of workshops delivered on harm reduction
- Number of learner referrals to specialist drug and alcohol support services
- Number of incidents recorded on the health and safety reporting system linked to drugs and alcohol misuse

- Number of incidents recorded on student halls tracker associated with drugs and alcohol use
- Number of student disciplinaries associated with drugs and alcohol use
- Further breakdown of these indicators will be used to identify any emerging patterns.

6. Review

6.1. This policy and supporting arrangements will be formally reviewed every year and in an on-going way to ensure currency of content, arrangements, new legislative requirements and to provide a framework for the setting and reviewing of health and safety improvement objectives. The review will include consultation with the Highland Drug and Alcohol Partnership.

ITEM 06.

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:	4 June 2026
Date Paper prepared:	26 May 2026
Brief Executive Summary of the paper:	This paper provides an update on staff professional development activities, including management training, mandatory training and digital skills training. The report also provides an overview of initiatives to support staff wellbeing and plans for staff development events in June and August 2026.
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 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

Purpose

To provide an update on staff professional development activities in the second semester of academic year 2025/26.

Main body of information

1. Management training

1.1 Collaborative Leaders Programme

All managers and team leaders (48) engaged in the Collaborative Leaders programme between February 2023 - May 2026.

The topics covered were:

Collaborative Leadership (2022/23)
Supporting Performance (2022/23)
Coaching & Mentoring (2023/24)
Decision Making (2023/24)
Managing hybrid teams (2024/25)
Managing neurodiverse teams (2024/25)
Stress Toolkit (2025/26)
Key HR Policies & Procedures (2025/26)

An evaluation of the programme was conducted in May 2026, and 25 managers completed anonymous surveys.

Key information from the survey indicated that 88% of respondents said the programme had helped them feel supported in their role and 96% said the programme had helped them to collaborate more with other managers.

A presentation of all of the survey results, actions completed and next steps is attached at appendix 1.

1.2 Other management training

Simultaneously with the delivery of the Collaborative Leaders programme, managers continued to engage with further training to support them in their role:

- Budget Holder
- Complaints Investigation
- Duty Manager
- Freedom of Information
- Managing Confidential Records
- Managing Priorities
- Menopause
- PREVENT
- PRD
- Sexual Harassment Prevention
- Skills Matrix

- Supporting Probation
- Sustainability
- Trauma Skilled Practice

2. Supporting Staff Wellbeing

Staff wellbeing remains a focus in 2025/26 with a number of initiatives developed for all staff.

2.1 New staff wellbeing SharePoint site

The Staff Wellbeing Group launched a new SharePoint site in November with the aim of providing staff with one place for a range of information relating to their wellbeing. The site contains key information and links relating to the 8 pillars of wellness: emotional, financial, social, spiritual, occupational, physical, intellectual and environmental.

The site has been visited 427 times so far and there are plans to further develop each pillar with a focus on a specific aspect each month.

2.2 Launch of 'The Sanctuary' multifaith chaplaincy service for staff and students

This dedicated space offers an informal and inclusive space for reflection, conversation and pastoral support. It has been set up to provide a welcoming environment for anyone needing a pause in their day.

Lunchtime drop-ins are held throughout the week, apart from Tuesday, with meditation and reflection weekly sessions on Wednesday afternoon for staff only. Events and further sessions will be planed as the service develops.

2.3 Scotland's Mental Health First Aid course

We continue to offer staff free places on the nationally recognised, certified Scotland's Mental Health First Aid course. 10 more staff are booked to complete the course in July with further dates scheduled for October 2026 and March 2027.

Currently 97 of our staff have completed this course which aims to empower individuals to recognise early signs of distress, respond appropriately and signpost to the right support.

3. Staff qualifications achieved 2025/26

27 staff were supported to study for additional qualifications:

Level of study	Curriculum	Professional Services
Undergraduate	2	2
Graduate Apprenticeship	0	10
Postgraduate	3	6
Level 12	3	1

In addition, lecturers achieved teaching qualifications:

Teaching in Colleges (SCQF level 7)	PDA Teaching Practice in Scotland's Colleges (SCQF level 9)	Teaching Qualification for Further Education (SCQF level 9 or 11)
7	7	8

Staff also engaged in relevant external and internal training, conferences and research activities.

4. Mandatory training

4.1 Trauma Informed Practice & PREVENT

In 2025/26 the focus of new mandatory training is Trauma Informed Practice and PREVENT. Staff are reminded to complete training via all staff communication on Wee Connect and through their line managers. All line managers receive reports on their staff completion every semester so they can follow up with individuals. A final communication has just been sent to managers and staff to remind them of the requirements to complete this training by the end of the academic year.

As at 25/05/2026 completions are as follows:

Trauma Skilled Practice 1: 75% of permanent staff have completed.

Prevent: 72% of permanent staff have completed.

Home Office Prevent Training: 100% of Safeguarding Leads/Deputes have completed.

4.2 SafetyHub Core Training

Figures on completion of mandatory health & safety training are reported to Finance & General Purposes committee by the Health, Safety & Sustainability Manager. They are replicated here for information.

Five core health and safety training courses are required to be completed by all staff. Each will be repeated every two years.

A new version of the SafetyHub platform has now been launched with the aim that we can customise training programmes for our staff to align with our own systems e.g. Accident Reporting training specific to our SafePoint platform.

As at 26/05/2026, completions are as follows:

Course Title	Percentage of staff complete
Display Screen Equipment	95% (92% at last report)
Electrical Safety	89% (90% at last report)
Fire Awareness	75% (78% at last report)
Slips, Trips and Falls	90% (91% at last report)
General Data Protection Regulations	84% (83% last report)
Cyber Security Awareness	84% (88% last report)

4.3 Sexual Harassment Prevention training

Following training of all managers, a programme of training for every staff member is currently being rolled out on a team-by-team basis.
This is a large project as we aim to ensure that all 407 staff have an awareness of this important topic, including -

- ✓ our commitment to equality & diversity and what those words actually mean
- ✓ the legal rules on discrimination in the workplace
- ✓ what is meant by harassment
- ✓ how every staff member can play a part in ensuring a harassment-free workplace

A training resource has been developed to ensure a consistent approach, and this is delivered either on campus or via MS Teams by the Head of Professional Development, HR Business Partners and several managers.

Staff are grouped into 33 teams and currently 24 teams have completed the training, 6 are scheduled for sessions in June and 3 have yet to be scheduled.

5. Digital Skills training

As at 25/5/2026, 180 staff have engaged in digital skills training with the Digital Learning Leader so far this academic year.

Sessions on a wide range of topics are provided on campus, online and hybrid to individuals or small groups of staff.

6. Future plans

6.1 June 2026

We will mark the end of the academic year with on-campus staff briefings with the Principal and a social coffee and cake event on 16 June. This is a departure from the usual staff conference format, due to the extra bank holiday on 15 June and the cost implications of running a full conference.

The day will also provide an opportunity for staff to some focused time to complete any outstanding mandatory training and spend some time on campus with their team. Additionally, we have agreed to host the UHI Learning, Teaching and Student Experience conference on our campus on 17 June and all UHI Inverness staff are invited to attend.

6.2 August 2026

We are currently planning a series of staff development events for August to coincide with the return of the curriculum teams after the summer break.

The Digital Learning Leader will provide a series of practical sessions for staff focused on preparing modules and resources for 2026-27. The focus will be on implementing small, manageable improvements to the Brightspace VLE with a focus on accessibility, inclusive design, assessment guidance and short instructional content. The aim is to improve the student experience and reduce overwhelm for both staff and students.

Session	Primary lens	Staff output
Brightspace Module Review & Ready for 2026–2027	Reducing overwhelm and improving navigation	One improved weekly area or module section
Accessible Word Documents	Readability, structure and accessibility	One improved Word document
Accessible & Inclusive PowerPoints	Engagement, readability and participation	One improved PowerPoint
Assessment Instructions, Clarity & Format	Student reassurance and expectations	One clearer assessment instruction/checklist
Creating Short Instructional Videos with Clipchamp	Guidance and explanation	One short guidance video or storyboard
Visual Learning Resources Using Adobe Express	Visual clarity and organisation	One checklist, infographic or student guide

Other sessions planned for August include further engagement with the College Development Network ‘The Changing Learner’ resources The-Changing-Learner-Four-Pillar-Offer.pdf

Conclusion

There is a continued focus on the development of all staff through provision of a wide range of opportunities. These include management training, 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.

Appendix 1

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Collaborative Leaders Programme

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Where learning means more

Collaborative Leaders Programme



- February 2023 – May 2026
- 48 managers & team leaders (most attended all sessions)
- Topics:
  - Collaborative Leadership (2022/23)
  - Supporting Performance (2022/23)
  - Coaching & Mentoring (2023/24)
  - Decision Making (2023/24)
  - Managing hybrid teams (2024/25)
  - Managing neurodiverse teams (2024/25)
  - Stress Toolkit (2025/26)
  - Key HR Policies & Procedures (2025/26)

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Where learning means more

Other management training running simultaneously to CL programme



- Budget Holder
- Complaints Investigation
- Duty Manager
- Freedom of Information
- Managing Confidential Records
- Managing Priorities
- Menopause
- PREVENT
- PRD
- Sexual Harassment Prevention
- Skills Matrix
- Supporting Probation
- Sustainability
- Trauma Skilled Practice

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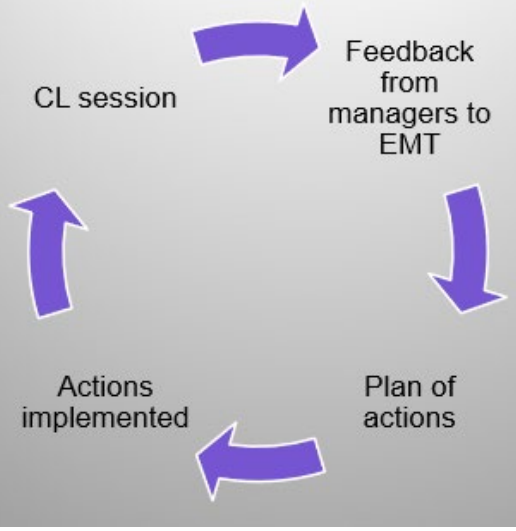
Where learning means more

Actions resulting from Collaborative Leaders programme





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Where learning means more

Topic	Challenges	Actions completed
Collaborative Leadership	Time to collaborate Understanding of individual leadership style	CL programme embedded DISC profiles
Supporting Performance	Understanding of application of policy & procedure	Manager training provided by HR team
Coaching & Mentoring	Skills to engage in coaching conversations	Half day action learning session to practice & build skills
Decision Making	Systems that don't speak to each other	Work of digital project board Half day action learning session to practice & build skills
Managing hybrid teams	Guidance on practical issues	Hybrid working guidance developed
Managing neurodiverse teams	Communication & practical conversations	Working With Me toolkit for managers
Stress/Wellbeing survey	Training & guidance for conversations with staff	Talking Toolkit for managers
Key HR Policies & Procedures	Input & guidance from HR team	HR training planned HR drop-in sessions for staff

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Where learning means more

Impact of Collaborative Leaders programme on managers

Survey sent to 48 managers, response from 25 managers

Statement	'somewhat agree' or 'extremely agree'
I understood the programme objectives	84%
The topics were relevant for me	88%
I was appropriately challenged by aspects of the programme	84%
My learning was enhanced by the knowledge of the facilitator	92%
I found the sessions engaging	84%
I was given the opportunity to practice what I was learning	88%
I have applied some of my learning while managing my team	80%
The programme will contribute to my future success as a manager	80%

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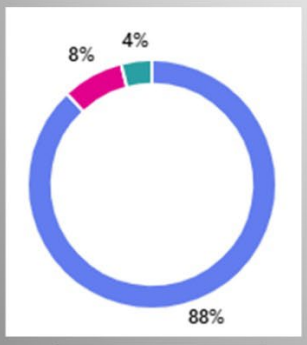
Where learning means more

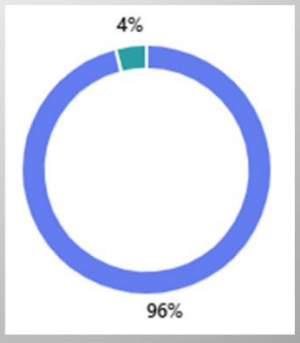
Impact of Collaborative Leaders programme on managers

Did the programme help you to feel supported in your role as a manager?



Yes	22
No	2
Not sure	1

Did the programme help you to collaborate more with other managers?



Yes	24
No	0
Not sure	1

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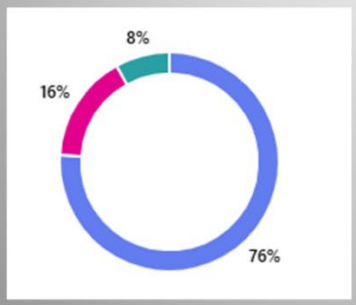
Where learning means more

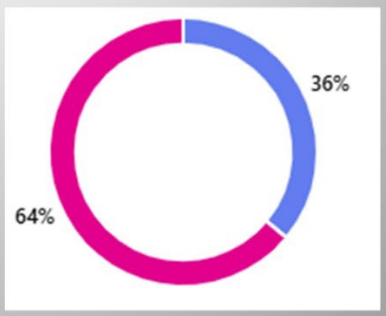
Impact of Collaborative Leaders programme on managers

Did the knowledge you gained increase your confidence as a manager e.g. decision making, difficult conversations?



Yes	19
No	4
Not sure	2

Would you be interested in studying for a formal management qualification?



Yes	9
No	16

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Where learning means more

Impact of Collaborative Leaders programme on managers

How likely are you to recommend this programme to another manager? 87.6%

"I feel I have improved my relationships with other managers and am more aware of my leadership style and how I could enhance that."

"Good to collaborate with other managers and hear their perspective or experiences of some of the topics and how they dealt with certain situations."

"Great to meet and work with the managers across the college - this really helped to gain more understanding of the different issues faced in research, teaching and support services. Great facilitation. Quite a bit of time commitment but I think this was worth it."

"I really enjoyed each session and the interactive nature of them."

"Scoring, although good, seems unfair as the earlier sessions had lots more value, and David's experience and input was brilliant. The later sessions seemed to be using the existing format to address things that came up rather than about "collaborative leaders"."

"Key benefit to this training was PS and academic managers shared common issues."

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Where learning means more

Impact of Collaborative Leaders programme on managers

Please suggest anything further that would support your development as a manager

"Continued collaborative leaders sessions in the future."

"David pointed me to the UHI Inverness Masters course and I will be signing up."

"Continued space for managers across the college to work together."

"I would like to develop my skills as a leader to build confidence in situations, develop a better understanding of the systems in place and have more of an induction process of the overall role."

"Linking in with CPD/refresher events."

"Complaints/grievance management approach, investigation guidance and documentation."

"Similar opportunities in the future."

"A session on the strategic plan. Scenario based learning – practice applying policies to real life situations. Space for reflective practice. Peer discussion groups to share challenges and approaches with other managers."

Suggested next steps 2026/27

- Schedule further CL facilitated sessions, one in each semester. Potential topics include managing change and staff resilience.
- Continue to provide improvements in digital systems e.g. via the digital project board and UHI digital transformation work.
- Plan further HR training on specific policies & procedures.
- Explore provision of formal management training e.g. CMI or CDN programmes.

Employment Rights Act 2025 – Update from April 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.

18 December 2025

The Strikes (Minimum Service Levels) Act 2023 which allowed the Secretary of State to set minimum service levels during strikes in services such as education and health has been repealed.

18 February 2026

A series of reforms regarding Trade Unions has come into force making it easier for trade unions to take industrial action. Key changes include the removal of a 40% vote in favour of industrial action in certain public services, simplified ballot and notice requirements with less information required on ballot papers, a reduction in the notice period for industrial action from 14 days to 10 days and an extension of the ballot mandate from 6 months to 12 months i.e. unions must take action within 12 months from a successful ballot. Dismissal for taking part in industrial action is now automatically unfair, removing the 12-week limit for claiming unfair dismissal.

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.

Next update

The next wave of changes is due to come into force in August and October 2026. These include further changes to trade union rules, additional obligations on employers for preventing sexual harassment and an extension to time limits for employment tribunal claims.

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Subject/Title:	Committee & Chair Evaluation
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	HR Committee
Meeting Date:	04 June 2026
Date Paper prepared:	28 May 2026
Brief Summary of the paper:	Annual HR Committee and Chair Evaluation Exercise
Action requested: [Approval, recommendation, discussion, noting]	The Committee is requested to individually undertake the Committee and Chair Evaluation Exercises which be made available to them via Microsoft Form Survey from beginning of July 2026.
Link to Strategy: Please highlight how the paper links to, or assists with:: • compliance • partnership services • risk management • strategic plan • new opportunity/change	The Code of Good Governance for Scotland's Colleges establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework. One of the five principles around which the code has been developed is effectiveness. Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"
Resource implications:	
Risk implications:	Yes/No Operational: required for the proper Governance of the College
Equality and Diversity implications:	N/A
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		
*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.)			

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As previously agreed, all future evaluations will be completed individually via an online survey. Members of the HR Committee will be provided with access to these evaluations via a confidential Microsoft Forms Survey with emails being sent w/c 29th June 2026. Members are requested to complete this process by **5.00 p.m. on Friday 21 August 2026.**

Any actions highlighted as part of these evaluations will be brought to the Board of Management and feedback on the Chair will be discussed as part of the separate Board Member Evaluation Process.