

UHI | INVERNESS

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| Meeting | Human Resources Committee |
| Date and time | Thursday 19 September 2024 at 8.30 a.m. |
| Location | Virtually – via Microsoft Teams |

Governance Officer

13 September 2024

AGENDA

Welcome and Apologies

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

ITEMS FOR DECISION

1. **MINUTES**
 - a) Meeting of the Human Resources Committee held on 14 June 2024
 - b) Confidential Note of the Human Resources Committee (CN-HR01-062024) held on 14 June 2024
 - c) Confidential Note of the Human Resources Committee (CN-HR02-062024) held on 14 June 2024
2. **OUTSTANDING ACTIONS**
Action List
3. **ANNUAL REVIEW OF SUB-STRATEGIES**
 - a. **Talent Management Strategy Update**
Report by Vice Principal Curriculum, Operations & External Relations

ITEMS FOR DISCUSSION

4. **PROFESSIONAL DEVELOPMENT UPDATE**
Report by Professional Development Manager
5. **NATIONAL BARGAINING / JOB EVALUATION (CONFIDENTIAL)**
Report by Head of HR
6. **HUMAN RESOURCES – QUARTER 4 REPORT 2023/24 (CONFIDENTIAL)**

Report by Head of HR

7. FLEXIBLE WORKING UPDATE

Verbal Report by Head of HR

8. EXTERNAL SUPPORT ANNUAL REPORT (CONFIDENTIAL)

Report by Head of HR

9. HYBRID WORK POLICY UPDATE

Verbal Report by Head of HR

10. FEEDBACK FROM COMMITTEE AND CHAIR EVALUATIONS – to follow

Report by Governance Officer

11. EMPLOYMENT LAW UPDATE

Verbal Report by Anderson & Strathern

ITEMS FOR NOTING

12. EMPLOYEE RELATIONS - CONFIDENTIAL

a) Verbal Industrial Action & ASOS

b) Minutes from JCC

13. AOCB

14. DATE OF NEXT MEETING – 14 November 2024 at 8.30 a.m.

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.

Outstanding Actions

| | | | | |
|------------------------|---|-------------------------------------|-----------|----------|
| 14 June 2024 | | | | |
| Staff Wellbeing Policy | Clarification has been requested in regard to amendments and missing data. | HR Manager | June 2024 | COMPLETE |
| Employment Law Update | Written report on Employment Law Update to be provided by Anderson & Strathern to be circulated by Governance Officer | Anderson & Strathern Gov Officer | June 2024 | COMPLETE |

UHI Inverness Organisational Strategies 2021-26

Talent Management Strategy

| Objectives & Action Points | Progress/Evidence | Completion date |
|---|---|---------------------------------|
| Strategic Objective 1: Workforce Planning To ensure we have an efficient and effective workforce | | |
| Producing sector development plans based on local, regional, national and international data, to develop new and modify existing provision. | Completed for 23/24 and presented to Board Dec 22 | Feb 23 (and annually) |
| Undertaking annual curriculum planning reviews, supported by monthly School data presentations focussing on quality, efficiency and compliance. | Completed for 23/24 Approved by EMT Dec 22 | Oct-Dec 22 (and annually) |
| Maintaining our full economic costing (FEC) model. | Ongoing | Ongoing |
| Undertaking an annual budget setting process, encompassing all relevant costs. | Completed for 23/24 Approved by EMT | Annually |
| Maintaining an understanding of government policy and priorities for the sector, to inform planning activity. | Good representation on national sector forums (CS.CDN, ESP) | Ongoing |
| Ensuring that Staff Resource Panels are informed by the curriculum plan, FEC model, internal and external data. | Partly completed New WLA process in development | Fortnightly |
| Strategic objective 2: Talent Attraction To attract talented employees committed to achieving our shared goals. | | |
| Reviewing our policies to ensure that we offer progressive terms and conditions of employment to support talent attraction. | Supply contracts reviewed to offer an FTC option. Comp. Project plan being devised to commence September 2023. | March 2024 |
| Reviewing and continuously improving our recruitment and selection processes, providing training to recruiting managers. | Supply contracts reviewed to offer an FTC option. Comp. | March 2024 |

| Objectives & Action Points | Progress/Evidence | Completion date |
|---|--|-----------------|
| Evaluating our hybrid working guidance and developing agile working policies, to widen access to talent | Evaluation activity in progress | September 2024 |
| Reviewing and developing our recruitment package and talent attraction approaches. | Not due | Ongoing |
| Strategic objective 3: Induction & Engagement To ensure that all staff are effectively inducted and supported to succeed in their role | | |
| Ensuring that all staff attend a high-quality corporate induction programme. | We currently ensure that all new starts complete our mandatory corporate induction programme on Brightspace. Completion is checked & followed up. Staff have opportunities to meet with members of EMT via staff briefings, coffee with Chris and other meetings | Ongoing |
| Supporting all new lecturers with a longitudinal learning & teaching induction programme. | We currently provide a mandatory L&T induction programme to all new lecturers. We have recently piloted an online element to the programme to support & model hybrid modes of delivery. Further twilight sessions on various I&t themes are offered to all new lecturers throughout the AY | Ongoing |
| Providing an extended induction to new job roles. | Managers are provided with a new staff checklist to work through. HR notified when checklist issued by PD team. Managers return checklist to HR when completed with their new staff member & HR add to staff record | Ongoing |
| Providing training for managers to proactively support staff throughout their probation period. | Training material has been developed and further dates being identified to roll out training for managers in AY 2024/25 | Ongoing |
| Engaging with staff through regular written management communications and frequent online and face-to-face forums. | Wee Connect + IConnect + Staff Briefings + Coffee with Chris | Ongoing |

| Objectives & Action Points | Progress/Evidence | Completion date |
|--|--|-----------------------|
| <p>Strategic objective 4: Professional Development</p> <p>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</p> | | |
| <p>Ensuring staff have the appropriate time available for their professional development, in accordance with current contractual provisions.</p> | <p>The Professional Development policy provides for 6 days (pro rata) of professional learning for all staff (1 day Staff Conference, 1 day Team Development Day + 4 days for relevant training/study). Application of this via the PRD process when managers and staff agree on the plan for the 4 individual days.</p> | <p>Ongoing</p> |
| <p>Providing funding for staff to engage in a wide range of relevant learning opportunities both within and outside of UHL.</p> | <p>Annual Professional Development budget in place. Funding application details available to all staff. Evidence of regular staff uptake of funding for short courses + conferences + training events. Drop-ins for staff available with PD team to discuss individual development needs and opportunities.</p> | <p>Ongoing</p> |
| <p>Supporting staff to undertake relevant research and scholarly activities, including additional qualifications.</p> | <p>Process in place for staff to apply for funding for relevant additional qualifications. Approx. 30 staff funded by the scheme per academic year. Two schemes in place to fund staff to engage with research - Enquiring Minds Scheme (launched 2023/24) & Research Connect Scheme (to be</p> | <p>Ongoing</p> |

| Objectives & Action Points | Progress/Evidence | Completion date |
|---|--|-----------------|
| Ensuring that all managers and team leaders are offered the opportunity to undertake a certified leadership and management training programme. | Managers engage with CMI courses and other relevant courses e.g. CDN Leadership courses. In-house Collaborative Leaders programme for all managers. | Ongoing |
| Delivering on our digital transformation strategy. | See DTS | |
| Strategic objective 5: Organisational Performance Management To continue to develop our high-performance culture, ensuring professional practice of all staff is aligned to sector standards, industry best practice and our values. | | |
| Ensuring that all staff take part in their Professional Review and Development (PRD) at least on an annual basis. | Some improvement but emphasis needed on supporting particular areas to achieve. KPI reported at HR committee | Ongoing |
| Using institutional KPIs and team/individual SMART objectives to set and measure expectations of performance. | KPI matrix embedded. New measures required for Finance and Research. Revised policy and procedure for performance management. Shared with staff regularly | Ongoing |
| Using data to drive decision making, promoting the understanding of key data across the organisation. | Good progress given restrictions on key data systems. Monthly performance presentations for each school. Analysis and presentation of key HR related data. Increasingly robust Curriculum Planning Review process. Improved sharing of data via Wee Connect and quarterly staff update briefings | Ongoing |

| Objectives & Action Points | Progress/Evidence | Completion date |
|---|--|-----------------|
| Supporting staff to work towards attaining professional standard accreditation, including GTCS | Majority of eligible lecturers now registered with GTCS. New category of provisional registration will enable others to register - ongoing communication with relevant staff. | Ongoing |
| Strategic objective 6: Skills & Succession Planning To deploy strategies to support our organisational resilience. | | |
| Developing and implementing departmental succession plans, including skills matrices. | Some discussions have taken place with PD & HR teams but the succession planning process still needs to be finalised in terms of how it links into the PRD process. Training and embedding of the process will be rolled out once succession planning process | Ongoing |
| Continuing the roll-out of a more collaborative model of leadership, including a Future Leaders Programme. | Collaborative Leaders programme delivered to 43 managers from Feb - Dec 2023. Plans for Future Leaders programme for discussion Aug 2024. | Ongoing |
| Introducing a process for reviewing role resilience, ensuring that knowledge of key business functions is shared. | This relies on the completion of activity 1 above | Ongoing |
| Reviewing and revising contractual notice periods, to ensure a smooth handover when staff exit the business. | Completed (NJNC Agreement superseded) | Ongoing |

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| Subject/Title: | Professional Development update |
| Author: [Name and Job title] | Fiona Gunn, Professional Development Manager |
| Meeting: | HR committee |
| Meeting Date: | 19 September 2024 |
| Date Paper prepared: | 11 September 2024 |
| Brief Summary of the paper: | This paper provides an update on staff professional development activities planned for 2024/25 with a brief overview of activities completed in 2023/24. |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion |

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|--|---|
| Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change | Links to strategic objectives: <ul style="list-style-type: none"> • 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 If yes, please specify: Operational: Organisational: |
| Equality and Diversity implications: | No If yes, please specify: |
| Student Experience Impact: | Yes If yes, please specify: Staff professional development, GTCS registration and learning & teaching enhancement impact on the student experience. |

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|---|------------------|--|--|
| Consultation: [staff, students, UHI & Partners, External] and provide detail | N/A | | |
| Status – [Confidential/Non confidential] | Non confidential | | |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | Yes | | |
| *If a paper should not be included within “open” business, please highlight below the reason. | | | |
| Its disclosure would substantially prejudice a programme of research (S27) | | Its disclosure would substantially prejudice the effective conduct of public affairs (S30) | |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33) | | Its disclosure would constitute a breach of confident actionable in court (s36) | |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | | Other (Please give further details) | |

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

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

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

Purpose

This paper provides an update on staff professional development activities planned for 2024/25 with a brief overview of activities completed in 2023/24.

Main body of information

1. Support for staff training & additional qualifications

In 2023/24 staff were supported to engage with a range of training and additional qualifications. Multiple internal training events, including training in digital skills and a successful staff conference were delivered.

- External training events: Lecturers x 94
 Professional Services staff x 85
- Additional qualifications: Lecturers 14
 Professional Services staff x 15
- Teaching Qualifications: TQFE x 6
 PDA x 8

It is planned to provide a similar level of support to staff in 2024/25.

- 27 applications for funding for additional qualifications have been approved.
- 12 places on the UHI TQFE programme have been supported. This represents a significant increase in numbers which is possible due to backfill not being required for these staff, which decreases the overall costs to the organisation.
- PDA places will be allocated shortly as the course begins in October.

2. Digital skills training

Towards the end of last academic year, UHI made the decision to remove the Webex platform which had been used for all online classes and replace it with MS Teams. This change required us to provide high levels of support and training for UHI Inverness lecturers over a short period of time. The Digital Skills Training Officer (DSTO) led the implementation of the new system within UHI Inverness, including testing and problem solving many issues. She met with 170 lecturers during the first two weeks of the new academic year, providing training online, on campus and by hybrid delivery. She also developed a range of online guides for staff and students to address many of the complex issues that have arisen with the new system. The DSTO continues to work very closely with lecturers to ensure that our online teaching is of a high quality and the student experience of the new system is positive.

The DSTO continues to develop and deliver relevant courses on Generative AI for our staff. She is currently developing two further AI courses for us to offer commercially to local businesses through our Business Solutions team.

3. Research schemes for staff

We are delighted that our research pathway for staff which was launched in 2023/24 has been nominated for an award by College Development Scotland as Research Project of the Year [College Awards 24 - College Development Network \(cdn.ac.uk\)](#) Information about our research pathway was also included in a presentation at the British Educational Research Association (BERA) conference on 10 September.

Seven of the Enquiring Minds Scheme projects completed in 2023/24 were presented to the EMT in June and showcased to all staff at Staff Conference. The outputs from the projects will be reviewed this semester and implemented as appropriate. Appendix 1 provides examples of topics and outputs from some of the projects, along with feedback on the scheme from some of the staff participants.

We have now launched the Enquiring Minds Scheme for 2024/25 and the new Research Connect Scheme. Applications will close on 27 September and staff will begin work on their projects in October.

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Research opportunities available

Enquiring Minds Scheme

Open to: All staff – particularly those with no previous experience of any type of research activity.

Purpose: To explore a question related to your own curriculum or professional services area that will lead to an enhancement for students/staff.

Duration: 8 months, October 2024 – May 2025. Approximate time 20-40 hours.

Funding: £500- £800 per project available towards time and expenses.

Number of places: Approximately 5

Closing date for applications: 27 September 2024

[UHI Inverness Enquiring Minds Scheme 2024-25.docx](#)

Research Connect Scheme

Open to: All staff – particularly those who wish to develop research skills.

Purpose: To develop research skills then engage in a research project related to your own curriculum or professional services area that will lead to an enhancement for students/staff.

Duration: 2 years
Year 1: Develop research knowledge & skills and design research question.
Year 2: Undertake research & present findings.

Funding: £1,000 upon successful completion of each year.

Number of places: 3

Closing date for applications: 27 September 2024

[UHI Inverness Research Connect Scheme 2024-25.docx](#)

To provide opportunities and a supportive environment for staff to develop their research and scholarship activity
UHI Inverness Research & Innovation Strategy 2023-27, Strategic Objective 4

Conclusion

There is a continued focus on the development of all staff through provision of a wide range of opportunities. These include training courses, leadership development, professional registration, and opportunities to engage in research activity.

Appendix 1

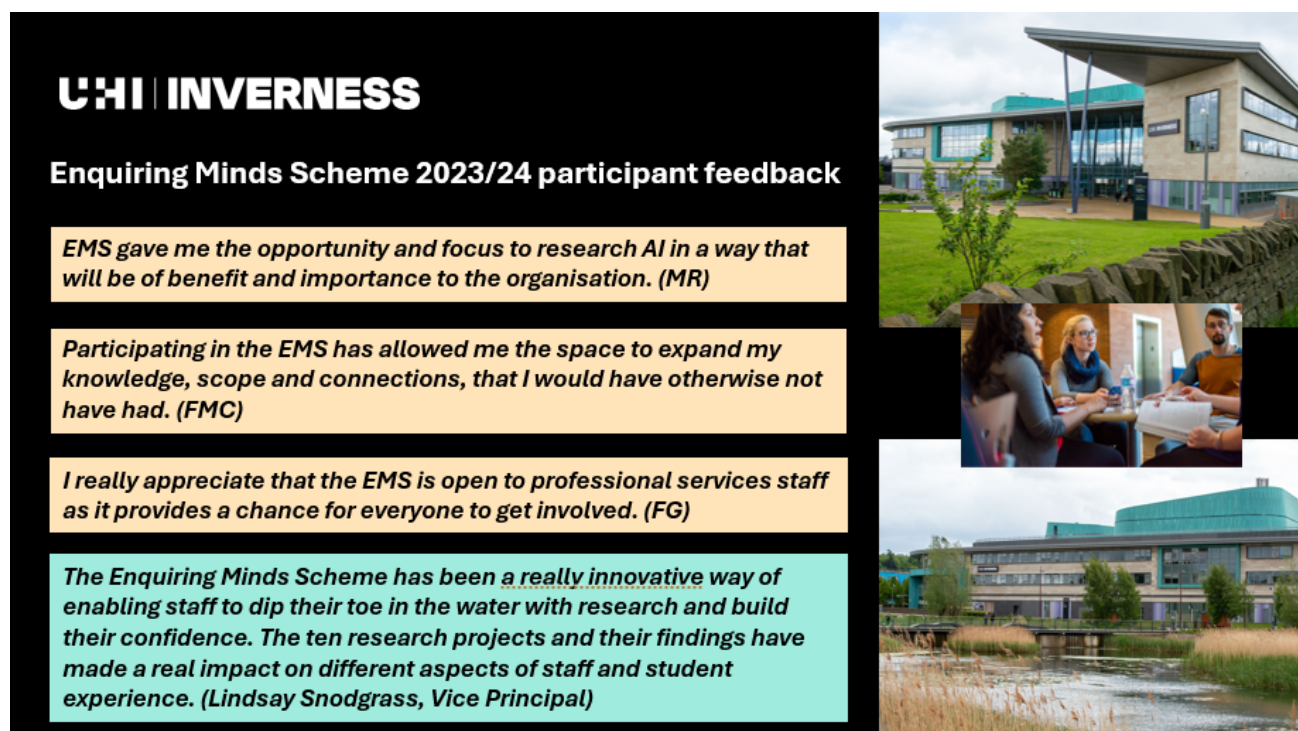


figure 1: extract from feedback by participants in the EMS 2023/24

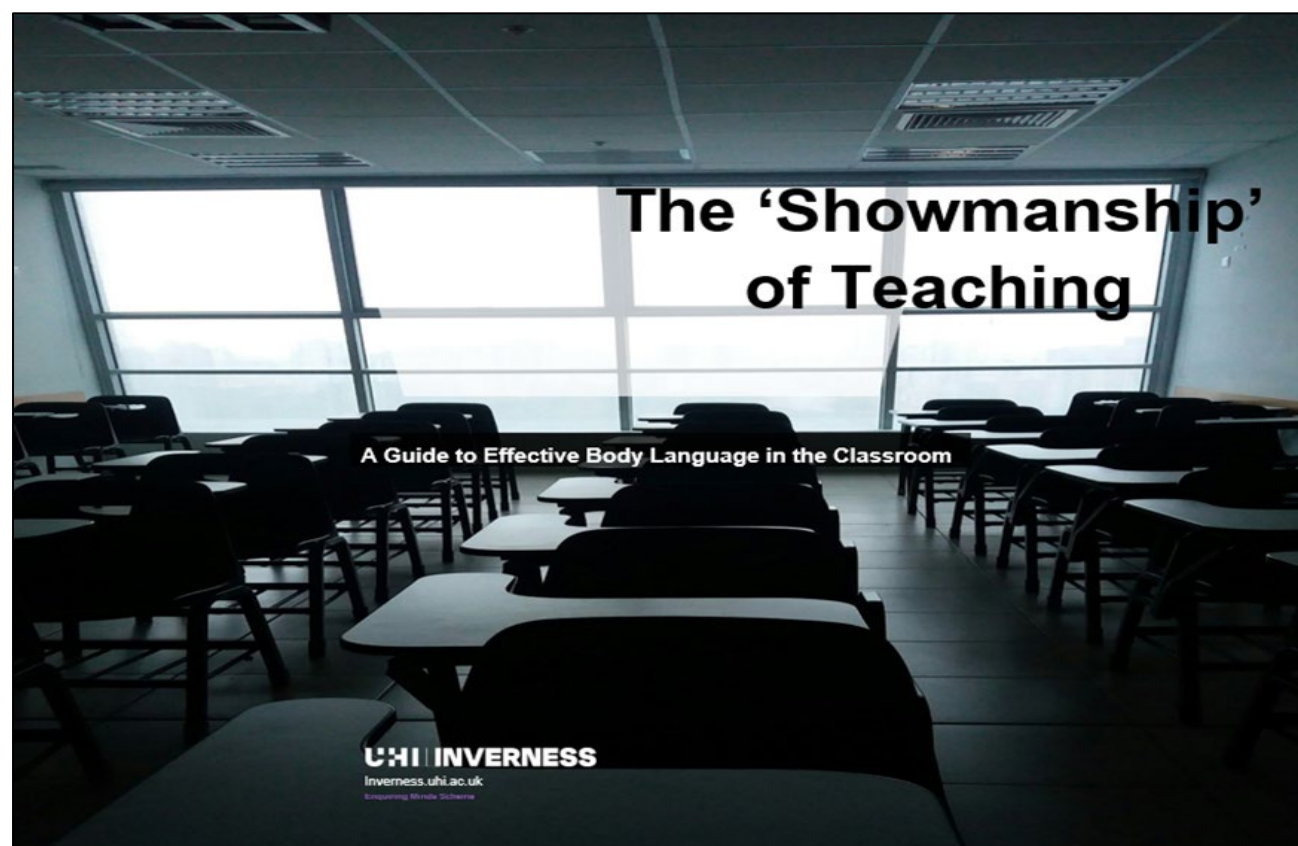


figure 2: front page of leaflet produced by participants in the EMS 2023/24

Enquiring Minds Scheme- Professional Services Sharepoint Site

Poster Author: Professional Development Officer, UHI Inverness. Email: [redacted]
Based on the topic: Professional Services staff development opportunities within UHI Inverness

Aim

The aim of this project is for Professional Services staff to engage fully with the Professional Development team. The site will provide information on learning and development opportunities, leading to a positive impact on staff development. The site will contain links to training and resources, development pathways and examples of professional learning from other members of staff.

Background

Following the Professional Services Survey, it was found that a high proportion of staff did not engage with the service provided by the Professional Development team. The survey also suggested Professional Services staff felt development opportunities and the emphasis on training was primarily focused on Academic staff.

Strengths

Centralised information

Sharepoint already in use across UHI Inverness

Limitations

- Not all staff are confident users of Sharepoint
- Sharepoint sites requires a significant time commitment to maintain
- Lack of engagement

Benefits

- Professional Services staff feel better represented and valued, enhancing development opportunities (i)
- Onboarding process is improved, enhancing clarity and connections for new staff (ii)
- Develop a community of learning
- Single point of information for staff, improving efficiency

Prof. Serv. Survey

- "They need to share more of what they do"
- "More information on internal training available"
- "Provide more training for Professional Services Staff"
- "Showcase the type of CPD staff can undertake"

Conclusion

Throughout this project not only has a Professional Services Sharepoint site been created it has also highlighted other areas for development to enhance the service provide by the Professional Development team. Launching the site will lead to enhanced opportunities for Professional Services staff, recognition of achievements and a community of learning being achieved.

References

1. CPD 2024. *Employee Voice*. (3.05.24). [Employee Voice 1 CPD](#).
2. Gasson, K., Halderson, S. (2021) 'Coaching and Mentoring for 2020/21 Development'. Bingley: Emerald Publishing Limited

Professional Services development pathway- Core Development

figure 3: poster produced by participant in the EMS 2023/24



figure 4: first slide in presentation produced by participant in the EMS 2023/24



figure 5: first slide in presentation produced by participant in the EMS 2023/24