

# UHI | INVERNESS

## **MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 20 November 2025.**

- PRESENT:** Innis Montgomery, Annie Nelson, Donald MacKenzie, David Stewart, Lindsay Ferries, Chris O'Neil & Victoria Erasmus
- CHAIR:** Innis Montgomery
- APOLOGIES:** Sally Blyth, Jane Davidson & Vice Principal – Curriculum, Operations and External Relations
- ATTENDING:** Vice Principal – Curriculum, Student Experience and Quality  
Head of HR  
Professional Development Manager  
Governance Officer

The Governance Officer confirmed that this meeting was quorate.

The Chair welcomed everyone to the meeting; apologies were noted.

There was one declaration of interest, statements of connections or transparency statements noted. Lindsay Ferries reported that the company she works for offered external support to college's HR department. The Chair decided that Lindsay Ferries will leave the meeting for agenda item 10 External Support Annual Report and rejoin after the discussion has been concluded.

### **1. MINUTES**

#### **a.) Minutes of the Meeting of the Human Resources Committee held 04 September 2025**

**Decision:** The Minutes of the Human Resources Committee held on 04 September 2025 were **AGREED** as a correct record and were **APPROVED**.

**b.) Confidential Note (CN-01-092025) of the Human Resources Committee held on 04 November 2025**

**Decision:** The Confidential Note (CN-01-092025) of the Human Resources Committee held on 04 September 2025 was **AGREED** as a correct record and was **APPROVED**.

**c.) Confidential Note (CN-02-092025) of the Human Resources Committee held on 04 September 2025**

**Decision:** The Confidential Note (CN-02-092025) of the Human Resources Committee held on 04 September 2025 was **AGREED** as a correct record and was **APPROVED**.

**d.) Confidential Note (CN-03-092025) of the Human Resources Committee held on 04 September 2025**

**Decision:** The Confidential Note (CN-03-092025) of the Human Resources Committee held on 04 September 2025 was **AGREED** as a correct record and was **APPROVED**.

**e.) Confidential Note (CN-04-092025) of the Human Resources Committee held on 04 September 2025**

**Decision:** The Confidential Note (CN-04-092025) of the Human Resources Committee held on 04 September 2025 was **AGREED** as a correct record and was **APPROVED**.

**2. OUTSTANDING ACTIONS**

- **Collaborative Leadership Presentation – ONGOING** - 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.

**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.

- **Collaborative Leadership Presentation – ONGOING** - The HR Committee found the presentation of great value and recommended to the whole Board of Management. Collaborative Leadership Presentation to be presented to the whole Board of Management.

**Update 05/09/2025:** Plan being finalised to schedule a number of open mornings and evenings with the Board with staff and students attending instead of current creative spaces.

**Update at 20/11/2025:** The Creative Session planned for 25/11/2025 could not accommodate the Collaborative Leadership Presentation due to time constraints. New date in Jan/Feb 2026 will be selected.

- **Supporting Probation Policy – COMPLETE** - The probationary period KPI to be added to the HR Committee's KPI Matrix report.

**Update at 20/11/2025:** The data will be included in HR Quarter 2 report.

**Decision:** It was **AGREED** that this item could be removed from the list.

- **National Bargaining/Job Evaluation – COMPLETE** - Professional Services Staff National Job Evaluation Project and its financial implications to be added to college risk register.

**Update at 20/11/2025:** Latest update from the CDN Financial Directors meeting was that the completion date for this could be another 2 years, which would take the process to 10 since it was started in 2018. Risk added to college risk register.

**Decision:** It was **AGREED** that this item could be removed from the list.

- **Human Resources - Quarter 4 Report 2024/25 – COMPLETE** - The HR team to review the PRD process in order to improve the reporting aspect and increase staff's understanding of the process itself.

**Update at 20/11/2025:** The HR team will be working with managers to get a truer measure of completion rates and monitoring any non-compliance to allow for follow up and or further exploration into the reasons for individual PRDs not being on the system. The HR Business Partners will continue to work with Managers to support the upload of PRD paperwork to CIPHR as well as working with Professional Development to provide re-fresher training.

**Decision:** It was **AGREED** that this item could be removed from the list.

- **UHI Transformation Update – COMPLETE** - The UHI Transformation Update to be added to the HR Committee agenda's start as a standing item.

**Decision:** It was **AGREED** that this item could be removed from the list.

- **UHI Transformation Update – ONGOING** - 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.

**Update at 20/11/2025:** This action is still ongoing.

The Chair decided to move to agenda point 4 due to staff availability.

#### 4. **ANNUAL REVIEW OF SUB-STRATEGIES**

The Vice Principal Curriculum, Student Experience and Quality provided a verbal update in regard to the paper provided. The HR Committee will receive an update on the sub-strategy at the meeting in March 2026 with lessons learnt, recommendations and identified focus areas for Strategy Plan 2026-2030. The Committee was advised that in the future the item will be moved to the Items for Discussion.

The Committee welcomed the update and suggested that all sub-strategies could be mapped onto the KPI Matrix, and an annual evaluation report would provide all Members with clear understanding of all objectives achieved to date.

**Action 1:** Annual Evaluation of Sub-Strategies report to be presented to the Committees in March 2026 with sub-strategies mapped onto the KPI Matrix.

**Action 2:** Existing KPI Matrix to be evaluated and HR Committee's specific KPIs to be identified.

The Chair suggested that the colour coding of the document could be explained in more detail as to avoid confusion and the Vice Principal Curriculum, Student Experience and Quality confirmed that a legend will be provided with the report.

*The Head of HR joined the meeting.*

The Chair thanked the Vice Principal Curriculum, Student Experience and Quality for her update.

### **3. POLICIES FOR APPROVAL**

#### **a.) Supporting Probation Policy**

The Head of HR spoke to her report which provided the HR Committee with an update on the Supporting Probation Policy and asked for the policy to be approved by the Committee and recommended for Board approval. The policy was not approved by the Committee in September 2025 and the Head of HR reported that since then the policy statement has been strengthened, two way communication feedback and partnership approach has been included, and the HR team will be monitoring the number of meetings taking place during the probation period. The first report including the probation data will be presented to the Committee as part of the Quarter 2 report in March 2026.

The Committee welcomed the report and positively commented on all amendments done within the policy document.

**Decision:** The Committee **APPROVED** the Supporting Probation Policy and recommended for Board's full approval.

## 5. PROFESSIONAL DEVELOPMENT UPDATE

*The Professional Development Manager joined the meeting.*

The Professional Development Manager spoke to her report which provided an update on staff professional development activities planned for academic year 2025/26.

Following items had been reported on:

- Collaborative Leadership programme
- Staff Wellbeing
  - Launch of staff wellbeing SharePoint site
  - Menopause awareness training for managers
  - New multifaith chaplaincy service for staff and students
- Staff Conference – June 2026
- Research schemes
- Overview of the main areas of current engagement

The Committee welcomed the report and positively commented on the multifaith chaplaincy services; the Professional Development Manager confirmed that the service will be offered by volunteers with no cost associated for the college.

The Committee suggested that the report would benefit from detailed data in regard to staff numbers and the Professional Development Manager confirmed that the March paper will include detailed figures, staff percentages and not only numbers, to provide the Committee with the reassurance breakdown in regard to staff undertaking professional development. The paper will also include a benchmarking exercise to better position UHI Inverness against the education sector. The Committee welcomed the update and reiterated the importance of detailed data collections being presented to the Board in order for the Members to understand the financial impact on the college-wide

decision-making processes. The Committee also expressed the need for a balance approach between data sets provided to the Board and the Board not getting involved in the operational activities at the same time.

The Committee expressed interest in the themes picked for the Staff Conference chosen for the June 2026 and suggested that following two areas could be looked at in more detail: focus on the future and the driven world and support offered to staff during the Transformation process. The Professional Development Manager reported that the themes have not been finalised as yet; she thanked the Committee for both suggestions and confirmed they will be taken into consideration during the decision-making process.

The Principal added that the Staff Conference is being recognised as a worthwhile investment in college staff and there are ongoing plans to maximise the impact of the conference on the whole organisation.

Discussion about research culture, development pathways offered to all staff and the need for a clear set of criteria to measure the performance and cost return took place. The Professional Development Manager confirmed that, as part of the Committee action regarding Collaborative Leadership Programme, the performance impact of offered development schemes will be surveyed amongst staff who participated in the programme, with tangible and intangible data being gathered, and a feedback report will be presented to the Committee in March 2026.

The Committee would welcome a report which would clearly present the curriculum planning process used to establish the financial impact on student and staffing resources going forward.

**Action 3:** Curriculum planning presentation, including the financial impact on student and staffing resources to be added to the March meeting.

The Chair thanked the Professional Development Manager for her detailed report and the Committee for an interesting discussion.

*The Professional Development Manager left the meeting.*

**6. UHI TRANSFORMATION UPDATE (CONFIDENTIAL) (standing item) – to follow**

The Chair asked for the UHI Transformation Update to be shared with the Committee once available.

**7. STUDENT DRUG AND ALCOHOL MISUSE POLICY UPDATE (CONFIDENTIAL)**

The Committee were provided with a confidential update in respect of Student Drug and Alcohol Misuse policy (CN-HR-01-112025).

*Victoria Erasmus left the meeting.*

**8. NATIONAL BARGAINING / JOB EVALUATION (CONFIDENTIAL)**

The Chair confirmed the paper as read with no questions raised by the Members.

**9. HUMAN RESOURCES – QUARTER 1 REPORT 2025/26 (CONFIDENTIAL)**

The Committee were provided with a confidential update in respect of Human Resources – Quarter 1 Report 2025/26 (CN-HR-02-112025).

**10. EXTERNAL SUPPORT ANNUAL REPORT (CONFIDENTIAL)**

*Lindsay Ferries left the meeting.*

The Committee were provided with a confidential update in respect of External Support Annual Report (CN-HR-03-112025).

**11. HYBRID WORKING UPDATE**

*Lindsay Ferries joined the meeting.*

The Chair asked for agenda item 11 to be moved to the next Committee meeting in March 2026.

**12. EMPLOYMENT LAW UPDATE**

Due to time constraints the Chair asked the Governance Officer to contact Anderson & Strathern for a fuller written update in regard to agenda item 12 and to circulate after the meeting.

**13. AOCB**

Nothing raised.

The Chair thanked all for their time and input and a productive meeting.

**14. DATE OF NEXT MEETING – Thursday 12<sup>th</sup> March 2026 at 08.30am.**

**Signed by the Chair:**



**Date:** 12/03/2026