

CHI | INVERNESS

Meeting	Human Resources Committee
Date and time	Thursday 20 November 2025 at 8.30 a.m.
Location	Virtually – via Microsoft Teams

Governance Officer
20 October 2025

AGENDA

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

Welcome and Apologies

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

ITEMS FOR DECISION

- 08:30 – 08:35 1) MINUTES**
- a.) Meeting of the Human Resources Committee held on 04 September 2025
 - b.) Confidential Note of the Human Resources Committee (CN-HR01-092025) held on 04 September 2025
 - c.) Confidential Note of the Human Resources Committee (CN-HR02-092025) held on 04 September 2025
 - d.) Confidential Note of the Human Resources Committee (CN-HR03-092025) held on 04 September 2025
 - e.) Confidential Note of the Human Resources Committee (CN-HR04-092025) held on 04 September 2025
- 08:35 – 08:40 2) OUTSTANDING ACTIONS**
- 08:40 – 08:50 3) POLICIES FOR APPROVAL**
Report by Head of HR
- a.) Supporting Probation Policy**
- 08:50 – 09:00 4) ANNUAL REVIEW OF SUB-STRATEGIES**

Report by Vice Principal Curriculum, Operations & External Relations

a.) Talent Management Strategy Update

ITEMS FOR DISCUSSION

- | | |
|----------------------|---|
| <i>09:00 – 09:10</i> | 5) PROFESSIONAL DEVELOPMENT UPDATE
Report by Professional Development Manager |
| <i>09:10 – 09:20</i> | 6) UHI TRANSFORMATION UPDATE (CONFIDENTIAL) (standing item) – to follow
Verbal Report by Vice Principal Curriculum, Operations & External Relations |
| <i>09:20 – 09:30</i> | 7) STUDENT DRUG AND ALCOHOL MISUSE POLICY UPDATE (CONFIDENTIAL)
Verbal Report by Vice Principal Curriculum, Student Experience and Quality |
| <i>09:30 – 09:40</i> | 8) NATIONAL BARGAINING / JOB EVALUATION (CONFIDENTIAL)
Report by Head of HR |
| <i>09:40 – 09:50</i> | 9) HUMAN RESOURCES – QUARTER 1 REPORT 2025/26 (CONFIDENTIAL)
Report by Head of HR |
| <i>09:50 – 10:00</i> | 10) EXTERNAL SUPPORT ANNUAL REPORT (CONFIDENTIAL)
Report by Head of HR |
| <i>10:00 – 10:10</i> | 11) HYBRID WORKING UPDATE
Verbal Report by Head of HR |
| <i>10:10 – 10:20</i> | 12) EMPLOYMENT LAW UPDATE
Report by Anderson & Strathern |

FOR NOTING

10:20 – 10:30 **14) AOCB**

15) DATE AND TIME OF NEXT MEETING

HR Committee Meeting – 12 March 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.

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	Ongoing
3	05/06/2025 2024/25	Ongoing	Collaborative Leadership Presentation: 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.	Low	31 October 2025	Professional Development Manager & GO	Proposed	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.
								Status as at 04 September 2025	
4	04/09/2025 2025/26	Ongoing	Supporting Probation Policy: New KPI to be monitored by the HR Committee.	The probationary period KPI to be added to the HR Committee's KPI Matrix report.	Low	20 November 2025	Head of HR	Proposed	
5	04/09/2025 2025/26	Ongoing	National Bargaining/ Job Evaluation: The Committee agreed that the Professional Services Staff National Job Evaluation Project presents a great financial risk to UHI Inverness and should be monitored on a regular basis.	Professional Services Staff National Job Evaluation Project and its financial implications to be added to college risk register.	Medium	30 September 2025	GO & Director of Finance and Estates	Proposed	
6	04/09/2025 2025/26	Ongoing	Human Resources - Quarter 4 Report 2024/25: The HR team will consider how to support the line managers better during this process and look at possible training opportunities to increase their understanding of the process.	The HR team to review the PRD process in order to improve the reporting aspect and increase staff's understanding of the process itself.	Medium	20 November 2025	Head of HR	Proposed	
7	04/09/2025 2025/26	Complete 17/09/2025	UHI Transformation Update: The Vice Principal Curriculum, Operations & External Relations asked if the UHI Transformation Update could be added to the HR Committee's agenda as a standing item going forward. The Committee agreed with this suggestion and added that this item, from the governance perspective, should be added to the start of the agenda.	The UHI Transformation Update to be added to the HR Committee agenda's start as a standing item.	Medium	20 November 2025	GO	Proposed	
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	

Subject/Title:	Policy Approval – Supporting Probation Policy
Author: [Name and Job title]	Quality
Meeting:	HR Committee
Meeting Date:	November 2025
Date Paper prepared:	13 th November 2025
Brief Summary of the paper:	HR Board Committee are asked to approve the reviewed Supporting Probation policy. The Policy was brought to HR Board committee in September 2025 where feedback was provided. HR have provided the below response to the feedback and updates to the Policy: HR Board Feedback Summary: - The Policy statement to be strengthened and increased focus on the principal of the policy that it is a 2-way communication and feedback as a partnership approach - Request for probation to be included in the HR reports - Add in reference to the Managing Performance P&P HR Response and Update: - We have amended the Policy statement to reflect the above without going as far as indicating that any dismissal outcome is a joint decision. - Clarified within the monitoring section that probation stats will be included in the quarterly reports. - We added the Managing and Supporting Performance P&P to the list of associated documents.
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with::	Compliance
• compliance • partnership services • risk management • strategic plan • new opportunity/change	

Resource implications:	No If yes, please specify:		
Risk implications:	Yes If yes, please specify: Operational: Organisational: Policies review and development required to ensure compliance with legislation and awarding body regulations.		
Equality and Diversity implications:	Yes If yes, please specify: Policy EIA included		
Consultation: [staff, students, UHI & Partners, External] and provide detail	PPRP – May 2025 Staff Consultation – June 2025 JCC – September 2025 Employee Engagement Group – June 2025 EMT Committee – September 2025 HR Committee – September 2025 – not approved to progress		
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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numbering

SUPPORTING PROBATION POLICY

REFERENCE: PL/HR/2022/006

Policy Owner	Assistant Vice Principal, Curriculum Operations and External Relations
Lead Officer	HR Manager <u>Head of HR</u>
Review Officer	HR Business Partner
Date first approved by BoM	28. June 2022
First Review Date	June 2025
Date review approved by BoM	
Next Review Date	
Equality impact assessment	-Yes
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
HR Manager	28.06.2022	Approved by BoM
<u>HOHR/HRBP's</u>	<u>May 2025</u>	

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1. Policy Statement

~~UHI Inverness recognises that a supportive and developmental probation process is vital in providing the appropriate level of support and training for new members of staff on commencement of their employment~~

~~The contractual probation period ensures the performance of new UHI Inverness employees is monitored regularly in the first months of their employment, with problems addressed at an early stage and any potential inability to meet the requirements of the role recognised as early as possible with any remedial action taken promptly.~~

~~All newly appointed directly employed staff will be subject to an agreed period of probation, normally six months.~~

UHI Inverness recognises that a supportive and developmental probation process is vital in ensuring new staff receive appropriate guidance, training, and opportunities to contribute meaningfully from the outset of their employment.

The probation period is designed to be a collaborative process, where both the employee and their line manager engage in regular, constructive dialogue through a minimum of 3 Probation Review meetings, during which they will set clear expectations, review progress, identify support needs, and provide feedback in both directions.

Any challenges or concerns will be addressed early, with remedial actions agreed jointly where appropriate. Employees are encouraged to actively participate in review meetings, share their experiences, and seek clarification or support as needed.

All newly appointed directly employed staff will be subject to an agreed probation period—normally six months—during which mutual feedback and development are prioritised.

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2. Legislative framework / related policies

Employment Rights Act 1996
Equality Act 2010
Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (SI 2000/1551)
Neonatal Care (Leave and Pay) Act 2023
Staff Contract of Employment
Staff Flexible Working Policy and Procedure.
Staff Code of Conduct Policy and Procedure
Maternity and Parenting Leave Policy and Procedure
General Data Protection Regulations (2018)

Staff Disciplinary Policy and Procedure
Promoting Attendance Policy and Procedure
Supporting and Managing Performance Policy & Procedure
Professional Review and Development Policy and Procedure

3. Scope

This Policy applies to all newly appointed directly employed staff at UHI Inverness which includes the ~~EMT~~ Executive Management Team. For employees on fixed-term employees contracts, this Policy should still be applied irrespective of length of contract, in recognition of the fact that fixed-term contracts may be extended. This Policy does not apply to agency staff, supply staff, contractors, or volunteers. In circumstances where supply staff move to a permanent employment contract, as a result of two years continuous service on supply, this policy does not then apply.

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4. Compliance Responsibilities

HR Department is responsible for:

~~The HR department is responsible for~~
~~Providing~~ advice, guidance and support to managers and staff in relation to contractual probation management,
~~and for~~ Auditing the implementation of the Policy and Procedure.

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During the formal stage of the procedure, HR will also be responsible for:

Booking an appropriate meeting room on site or online.
Providing template invite and outcome letters for adaptation by the Manager
Providing a note taker for the Formal Probation Review meeting

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Line Managers are responsible for:

~~Line managers are responsible for~~ Ensuring the consistent and fair application of this Policy and Procedure, obtaining advice and guidance from HR where necessary.

The new appointee's line manager will have responsibility for managing the probationary period. In some instances, the line manager's senior manager may review this to ensure consistency in application of criteria, for example, when conducting a meeting to confirm that the probationary period may be extended or concluded.

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The content and issuing of formal letters to the employee, obtaining advice and guidance from HR where necessary.

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Employees within the scope of this policy are responsible for:

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All new appointees

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All newly appointed directly employed employees are responsible for attending and fully engaging with all review meetings and outcomes when required as part of the probationary process.

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5. Monitoring

The Supporting Probation 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.

Further monitoring will be provided to the HR Committee, in accordance with equality schemes monitoring. Additional analysis will consider aspects such as the effectiveness of support and training. 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.

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The following performance indicators will be used to monitor implementation of the Supporting Probation Policy and Procedure and be included in Quarterly Reports:

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- Number of successful/unsuccessful probation periods,
- Nature of issues when probation period extensions are implemented.

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

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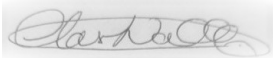
6. Review

This Policy will be reviewed every three years unless a legal change warrants an earlier review.

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Policy/Procedure/Strategy: Supporting Probation Policy
Review Due: June 2025
Date of Assessment: May 2025

Author/Owner: Nicola Quinn / Clair Wallace
Department/Section: Human Resources

Signature: 
Date: 06/05/2025

Step 1

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

UHI Inverness recognises that a supportive and developmental probation process is vital in providing the appropriate level of support and training for new members of staff on commencement of their employment. The contractual probation period ensures that the performance of newly appointed UHI Inverness employees is monitored regularly in the first months of their employment, with problems addressed at an early stage and any potential inability to meet the requirements of the role recognised as early as possible and any remedial action taken promptly.

All newly appointed directly employed employees will be subject to an agreed period of probation, normally six months.

Who will be affected?	Who will be consulted?	Evidence available:
All newly appointed directly employed employees, including those on a fixed term basis and members of EMT but not including supply staff, volunteers, or agency staff at UHI Inverness	- All employees at UHI Inverness. 3 recognised Trade Unions – EIS-FELA, UNISON and GMB. - UHI Inverness’s EMT and Board of Management	

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	P	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Advancing Equality of Opportunity	N/I	P	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Promoting Good Relations.	N/I	P	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3

Sustainability	Neutral Impact
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Step 4

No 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

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

Objectives & Action Points	Progress/Evidence	Completion date
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
Strategic objective 4: Professional Development 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		
Ensuring staff have the appropriate time available for their professional development, in accordance with current contractual provisions.	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.	Ongoing
Providing funding for staff to engage in a wide range of relevant learning opportunities both within and outside of UHI.	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.	Ongoing
Supporting staff to undertake relevant research and scholarly activities, including additional qualifications.	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	Ongoing

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, Head of Professional Development
Meeting:	HR committee
Meeting Date:	20 November 2025
Date Paper prepared:	7 November 2025
Brief Summary of the paper:	This paper provides a brief update on staff professional development activities planned for academic year 2025/26.
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 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.

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)	

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

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

Purpose

To provide a brief update on staff professional development activities in academic year 2025/26.

Main body of information

1. Collaborative Leadership programme

The leadership programme for managers will resume in December, with 48 managers engaging in sessions of facilitated discussions. The focus in December will be the outcomes from the recent staff wellbeing survey. The facilitated discussions will explore the results of the survey and provide managers with a toolkit to support them to work with their teams on issues such as healthy workplaces and stress. The sessions will be facilitated by David Jack (HR lecturer) and include input from Mark McKerral (Health, Safety & Sustainability Manager).

2. Staff Wellbeing

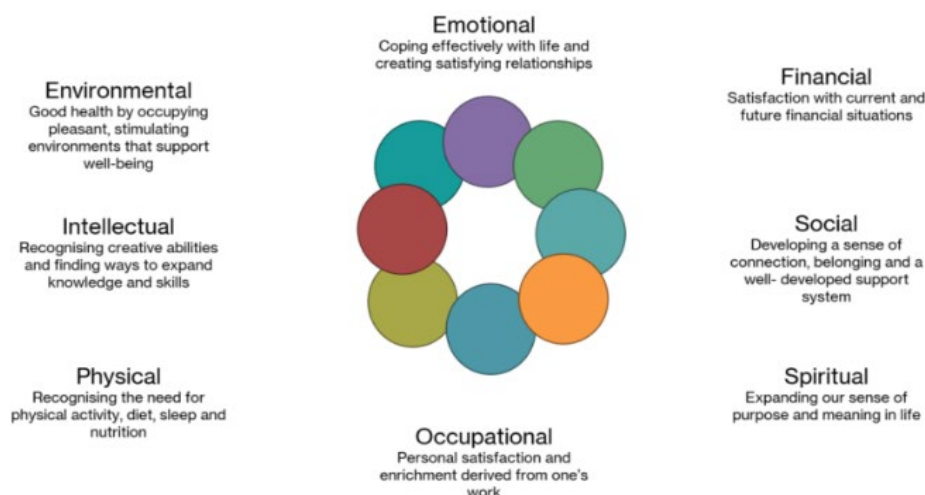
Staff wellbeing remains a strong focus for 2025/26.

2.1 Launch of staff wellbeing SharePoint site

A new SharePoint site will shortly be available to all staff. The site follows the structure of the 8 pillars of wellbeing and is the output of a project from the Staff Wellbeing Group.

IN-Wellbeing Group

8 PILLARS OF WELLNESS



Each pillar has a corresponding tile within the SharePoint site which holds key information on the topic. The aim is to launch the site and have a focus on each pillar per month to increase awareness of the site. For example, November will have a focus on financial wellbeing, staff have access to the free resources and will also be able to book on some financial wellbeing workshops that are currently being offered.

2.2 Menopause awareness training for managers

We are planning a series of **Menopause Awareness Workshops for managers**. These will be provided by Maria Anderson, an NHS midwife and menopause coach. Maria's workshops at our last staff development days received very positive feedback and further sessions will be offered to all staff during 2025/26.

We aim to ensure that all managers have an awareness of the  [National Menopause Policy .pdf](#) adopted by UHI Inverness and are equipped to support their teams.

Following feedback from staff, some of the workshops for managers are allocated specifically for female or male managers, with the aim of facilitating open dialogue.

2.3 New chaplaincy service for staff

Plans are underway for the development of a new chaplaincy service for students and staff at UHI Inverness. A room has been identified, and initial discussions have taken place with a variety of local faith and humanist leaders. Further information will become available next semester.

3. Staff Conference

Staff feedback indicates that the majority of staff wish to see a return to a one day all staff conference held in June 2026. The aim is to make the conference relevant and inclusive for all our staff with mandatory attendance, except for the small number of lecturers who still have classes of apprentices. The proposed date is Tuesday 16 June 2026 and themes under consideration include -

- The Human Factor – Keeping people at the centre in a data-driven world
- Pathways & People - Celebrating the diverse journeys of individuals

Staff conference is an important part of building a positive organisational culture at UHI Inverness and the focus of the day will be on bringing staff together to engage in relevant (and fun) sessions.

4. Research schemes

Four new places have now been allocated to staff on the Enquiring Minds and Research Connect Schemes.

All nine participants will have mentoring meetings with visiting Professor Charlie Hooker during November as part of their engagement with the programme.

Full details of all current projects will be included in a presentation at the Board of Management Creative Session on 25 November, when members will also be introduced to some of the staff undertaking projects.

5. Overview

The Professional Development team is committed to offering staff relevant and accessible opportunities to develop in line with their needs. The information below provides a brief overview of the main areas of current engagement.

135	LECTURERS REGISTERED WITH GTCS	
8	LECTURERS UNDERTAKING TQFE	
8	LECTURERS UNDERTAKING PD IN TEACHING PRACTICE	
48	MANAGERS ENGAGING WITH THE COLLABORATIVE LEADERS PROGRAMME	
19	STAFF RECEIVING FUNDING FOR ADDITIONAL QUALIFICATIONS	
9	STAFF RECEIVING FUNDING TO ENGAGE IN RESEARCH PROJECTS	

Conclusion

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

Inverness College HR Committee Meeting

20 November 2025

Employment Law Update

Considerations for redundancy process with employees who are pregnant or on maternity leave

Fair redundancy process

- Must be genuine, transparent, and based on business needs.
- Key steps:
 - Identify genuine redundancy situation.
 - Define clear, objective selection criteria.
 - Conduct meaningful consultation (collective or individual).
 - Explore alternatives to redundancy (redeployment, part-time, job share).
 - Ensure fair communication and documentation.
- Avoid using maternity-related absence or status as a selection factor.

Legal protections

- Employment Rights Act 1996: defines redundancy and maternity rights.
- Equality Act 2010: prohibits pregnancy/maternity discrimination.
- Maternity & Parental Leave Regulations 1999 (reg.10):
 - Employees on maternity leave have priority right to any suitable alternative vacancy.
 - Extended protection period: pregnancy through to 18 months post-birth (as of April 2024).
- Protection from Redundancy (Pregnancy & Family Leave) Act 2023: extends and strengthens these rights

Alternatives and suitability

- Employers must offer suitable alternative roles where available.
- If no roles exist, then redundancy can proceed, if process is fair.
- If offered role is refused unreasonably, redundancy may still be lawful.
- “Suitability” depends on terms, location, hours and individual circumstances (especially post-maternity).
- Case example: *Hunter v Carnival Plc*.

Common pitfalls

- Discrimination: using attendance or availability criteria disadvantaging maternity-leave staff.
- Failure to consult or include employees on leave.
- Not offering suitable vacancies may result in an automatic unfair dismissal claim.
- Poor documentation undermines defence in tribunal.

- Case example: *Eversheds v De Belin*.

Best practice

- Plan early – identify protected employees and risks.
- Document business reasons, selection criteria, and consultations.
- Include employees on leave in all communications and meetings.
- Search diligently for alternative vacancies and assess suitability fairly.
- Avoid discriminatory criteria; adjust scoring for maternity absences.
- Communicate clearly and offer flexible, supportive options.
- Keep records – essential for defending claims.

Future developments

- Employment Rights Bill proposes further strengthened protections against dismissal for pregnant employees and those returning from family leave. Consultation launched 23 October 2025.