

Meeting	Human Resources Committee
Date and time	Thursday 1 June 2017 at 8.30 a.m.
Location	Boardroom, 1 Inverness Campus

College Secretary
24 May 2017

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

1. **MINUTES**
Meeting of the Human Resources Committee held on 2 March 2017
2. **POLICIES**
 - a. **STAFF CODE OF CONDUCT POLICY**
Covering report by Quality Officer
 - b. **STAFF DISCIPLINARY POLICY**
Covering report by Quality Officer

ITEMS FOR DISCUSSION

3. **KPIs**
Report by Director of Organisational Development
4. **HUMAN RESOURCES – QUARTER 3 REPORT**
Report by Director of Organisational Development
5. **RISK REGISTER ANNUAL REVIEW**
Report by Director of Organisational Development
6. **NATIONAL BARGAINING (Confidential)**
Report by Director of Organisational Development

ITEMS FOR NOTING

7. **EMPLOYEE RELATIONS**
Minutes of the Meeting of the JCC held on 26 April 2017
8. **HALF YEARLY EMPLOYMENT LAW UPDATE**
Report by Director of Organisational Development
9. **AOCB**
10. **DATE OF NEXT MEETING**
Thursday 21 September 2017 (provisional)

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held in the Boardroom, 1 Inverness Campus on Thursday 2 March 2017

PRESENT: Mick Longton, Lindsey Mitchell, Diane Rawlinson, John Wilson
CHAIR: John Wilson
APOLOGIES: Brenda Dunthorne
ATTENDING: Director of Organisational Development
College Secretary

1. MINUTES

The Minutes of the Meeting of the Human Resources Committee held on 1 December 2016 were **AGREED** as a correct record and were **APPROVED** and signed.

2. MATERNITY AND PARENTING LEAVE POLICY

A number of revisions had been made to the maternity and parenting leave policy and these had been discussed at Scrutiny Panel in June 2016 and at SMT in January 2017. The revisions were highlighted in a covering report.

The Committee **AGREED** to recommend the revised policy to the Board of Management for approval.

The Chair requested that item 3 on the agenda, organisation and professional development strategy be considered at the end of the meeting. This was agreed.

3. EQUALITY OUTCOMES ANNUAL REPORT – APRIL 2017

A report by the Director of Organisational Development highlighted the public sector equality duty, the college and regional outcome agreement and the Scottish Funding Council reporting requirements going forward.

In line with the Institutional Leadership and Governance theme was the Board of Managements' performance over the period 2013 – 2017 in relation to the Scottish Government 2020 target to achieve gender balance in Board membership. There was evidence to show the consistency of gender balance over the last four years

The Committee **NOTED** the report.

4. HUMAN RESOURCES REPORT – QUARTER 1 - 2016/17

A report by the Director of Organisational Development presented qualitative analysis of key HR measures surrounding turnover and absence. The key issues to note were as follows:-

- The anticipated turnover expected at the beginning of 15/16 was realised at the beginning of 16/17. This effect was largely attributed to the lecturer pay rise and collective pay bargaining. Staff remaining in employment beyond retirement age was likely to continue into 2017/18 as further

expectations of pay progression impacted on their final salary projections.

- Permanent teaching numbers had stabilised while there was an increase in fixed term teaching staff. Hourly paid supply staff had reduced considerably. The overall increase in temporary fte was due to a number of factors:
 - Year on year growth in HE activity
 - Year on year realisation of FE target
 - Development of HE programmes
 - There were 22 leavers, 7 of which were anticipated retirements. Twelve were resignations, 2 fixed term contracts came to an end and 1 permanent support staff member retired on ill-health grounds.
 - There were 34 starters, 18 of whom were support staff and 16 were teaching staff
 - Sickness absence totalled 453.5 days, equivalent to 2.2%. This was a decrease on Q4 2015/16 (2.5%) and was consistent with seasonal patterns of absence in previous years.
 - 3 members of staff met the long term sickness absence trigger for stress/anxiety (13 or more consecutive days).
 - Three employees remained absent from Q4 2015/16 with long term sickness for debility and musculoskeletal reasons (28 days or over)
 - The most common reason for absence was musculoskeletal with 107.5 (23.7%) days lost across 6 separate episodes, followed by stress/anxiety with 101 (22.3%) days lost across 6 episodes.

The Committee discussed the report and **REQUESTED** that analysis of resignations and long term sickness be included in future reports and suggested that the very low absence rate should be reinforced by setting the figures in a wider context, highlight comparisons with other sectors where possible.

5. **IIP GOLD FINAL REPORT**

The Chair congratulated everyone involved in the achievement of the Gold award and referred to the significant progress which had been made in the College. The final report was extremely positive.

The Director of Organisational Development advised that going forward, there would be a review process to achieve annual reaccreditation. There was discussion on whether the College should seek to achieve the Platinum award and it was agreed that there could be tangible benefits.

If the College went for the Platinum award it might also influence other Academic Partners to go for the Gold Award. The most important aspects however were around the IIP framework which provided assistance in the drive for continuous improvement, and also as an excellent external validation of the College's progress and achievement.

The Committee **NOTED** the report.

6. NATIONAL PAY BARGAINING

A report by the Director of Organisational Development provided a comprehensive update on the agreed negotiated settlements for academic and support staff in both 2015/16 and 2016/17.

The Director of Organisation Development advised that the modernisation programme was still to be determined but was progressing quickly given the timescales and assurances provided alongside the two year pay settlement. The pace was a risk as key aspects including the role of the lecturer and establishment of modern and more flexible terms and conditions could impact on pay progression and might not reflect the UHI dimension.

Despite meetings being held in February, EIS FELA confirmed their dispute on the grounds of failure to agree the implementation of the NJNC March pay agreement. Management side again set out their position that the terms of the agreement was a total package with pay and conditions of service inextricably linked. EIS FELA maintained their position that these should be separate.

A non-statutory indicative ballot for industrial action opened on 17th February with a closing date of Friday 3 March. It was highly likely that a statutory ballot would follow and further industrial action would progress before/after the Easter break.

The Committee discussed the position and **AGREED** that it was important that the main identified risks and the consequences be documented by way of a series of bullet points and presented to the Board of Management.

7. ORGANISATION AND PROFESSIONAL DEVELOPMENT STRATEGY

The Chair set the scene for this item, explaining that this followed on from the previous Strategic Planning Day and subsequent Chairs Meeting to discuss next steps. As a result, each committee was tasked with reviewing relevant, appropriate sub strategies, to ensure alignment with the 2017/2020 College Strategic Plan and also to identify Key Performance Indicators specifically for the Committee and Board to concentrate on.

The Director of Organisational Development had subsequently produced a single strategy, combining the two previous ones and the Committee agreed the combination of strategies

A covering report by the Director of Organisational Development advised that the strategy provided a route map for continuous improvement and growth. There were 6 strategic objectives which aligned to the strategic aims within the strategic plan 2017-20.

The Committee discussed at length the proposed KPIs and **AGREED** to combine two and delete three KPI's from the list presented. The Committee **REQUESTED** the Director of Organisational Development to review the wording of the remaining KPIs to ensure they were meaningful, to add targets where possible, and to provide an interim update to the committee for any comments in advance of the next meeting at the end of May.

The following items were included in the agenda for noting only and therefore no discussion took place at the meeting.

8. EMPLOYEE RELATIONS

The Minutes of the Meeting of the Joint Consultative Committee – 14 December 2016.

9. DATE OF NEXT MEETING

Thursday 25 May 2017 at 8.45 a.m.

Signed by the Chair: _____

Date: _____

Board of Management

Subject/Title:	Staff Code of Conduct Policy		
Meeting and date:	Human Resources Committee – 1 June 2017		
Author:	Martin Robinson (ICT Services Manager) Claire Fraser (Quality Officer) – Author of Report		
Link to Strategic Plan:	3.1, 3.2, 3.3		
Cost implications:	Yes / No (<i>delete as applicable</i>) If yes, please specify:		
Risk assessment:	Yes / No (<i>delete as applicable</i>) If yes, please specify: Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Non Confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

Recommendation(s)

The Committee is asked to approve the very minor changes to the revised Staff Code of Conduct policy.

Purpose of report

To inform the Committee of the minor changes to the Staff Code of Conduct policy. As the revisions are minor, they do not need approval of the Board of Management.

Background

This revised policy has been discussed at Scrutiny Panel (27 April 2017) and at SMT (18 May 2017).

Following approval by the Committee, the policy will be published

Main body of Information

Reference to the ICT Code of Conduct has been removed and replaced with the IC University Partnership – Information Security Acceptable Use Policy in the policy.

Approved by Board of Management: 15 December 2008
Reviewed: 28 March 2011



STAFF CODE OF CONDUCT POLICY

REFERENCE: PL/HR/2017/004

Lead Officer (Post):	Director of Organisational Development	Review date:	May 2020
Department:	Human Resources	Review Lead Officer (Post)	HR Manager
Category:	Human Resources	Date published:	16 December 2008 31 March 2011
Date approved by Board of Management	15 December 2008 28 March 2011	Equality Impact and Assessment complete	Yes

Approved by Board of Management: 15 December 2008
Reviewed: 28 March 2011

Contents

1. Policy Statement	3
2. Legislative framework/related policies	4
3. Scope	4
4. Compliance	4
5. Monitoring	4
6. Review	5

DRAFT

1. Policy Statement

Employees 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. 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 College employees. The Code stands beside but does not, of course, exclude or replace an employee's rights and responsibilities under legislation: its purpose is to provide clear and helpful advice.

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. As a member of College staff, employees are expected to conduct themselves with integrity, impartiality and honesty.

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

A breach of the Code may result in disciplinary action in accordance with the College Disciplinary Procedure.

2. Legislative framework/related policies

- 2.1. The Public Interest Disclosure Act 1998
- 2.2. The Data Protection Act 1998
- 2.3. The Freedom of Information Act 2000
- 2.4. The Race Relations Act 1976 (Amendment) Regulations 2003
- 2.5. The Equal Pay Act 1970 (Amendment) Regulations 2003
- 2.6. The Sex Discrimination Act 1975 (Amendment) Regulations 2003
- 2.7. The Employment Equality (Religion or Belief) (Amendment) Regulations 2003
- 2.8. The Employment Equality (Sexual Orientation) Regulations 2003
- 2.9. The Employment Equality (Age) Regulations 2006
- 2.10. The Disability Discrimination Act 1995 (Amendment) Regulations 2003
- 2.11. The Sexual Offences Act 2003
- 2.12. The Sexual Offences Act (Scotland) 2009
- 2.13. The Smoking, Health & Social Care (Scotland) Act 2005
- 2.14. The Human Rights Act 1998
- 2.15. The Health & Safety at Work Act 1974
- 2.16. The Bribery Act 2010
- 2.17. the Equality Act 2010
- 2.18. Staff Discipline Policy
- 2.19. Staff Grievance Policy
- 2.20. Staff Recruitment & Selection Policy
- 2.21. Staff Drug & Alcohol Policy
- 2.22. Public Interest Disclosure Policy
- 2.23. Health & Safety Policy
- 2.24. IC University Partnership – Information Security Acceptable Use Policy

3. Scope

- 3.1. The Code of Conduct applies to all staff of Inverness College. 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 Partnership – Information Security Acceptable Use Policy

4. Compliance

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

5. Monitoring

- 5.1. 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.

Approved by Board of Management: 15 December 2008
Reviewed: 28 March 2011

6. Review

6.1. The Code of Conduct Policy and Procedure will be reviewed every 3 years.

DRAFT

Board of Management

Subject/Title:	Staff Disciplinary Policy		
Meeting and date:	Audit Committee – 29 May 2017		
Author:	HR Manager – author of policy Claire Fraser (Quality Officer) – author of cover report		
Link to Strategic Plan:	3, 3.1, 3.2		
Cost implications:	Yes / No (delete as applicable) If yes, please specify:		
Risk assessment:	Yes / No (delete as applicable) If yes, please specify: Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Non Confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

Recommendation(s)

The Audit Committee is asked to approve the revised Staff Disciplinary Policy for use by Inverness College UHI.

Purpose of report

To inform the Committee of the revision to the Staff Disciplinary Policy review date. As the revisions are minor, they do not need approval of the Board of Management.

Background

This revised policy has been discussed at Scrutiny Panel (27 April 2017) and SMT (18 May 2018).

Following approval, the policy will be published.

Main body of information

When reviewed, the policy was rebranded and the review date was changed to October 2019. No other changes were made to the main body of text.

Approved by Board of Management: 9 March 2009
Review, approved by Board of Management: 20 December 2012



STAFF DISCIPLINARY POLICY

REFERENCE: PL/HR/2017/003

Lead Officer (Post):	Director of Organisational Development	Review date:	May 2020
Department:	Human Resources	Review Officer (Post)	HR Manager
Category:	HR & Organisational Development	Date published:	5 June 2009 14 January 2013
Date approved by Board of Management	9 March 2009 20 December 2012	Equality Impact and Assessment complete	Yes

Approved by Board of Management: 9 March 2009
Review, approved by Board of Management: 20 December 2012

Contents

1. Policy Statement	3
2. Legislative framework/related policies	4
3. Scope	4
4. Compliance	4
5. Monitoring	4
6. Review	4

DRAFT

1. Policy Statement

The College aims to resolve any issues before reaching a formal stage and where appropriate deal with issues as quickly as possible. In doing so the disciplinary policy and procedures are to help the College promote orderly employment relations as well as ensuring fairness and consistency in the treatment of staff.

The purpose of the disciplinary policy is to:

- provide a framework within which disciplinary issues can be resolved in a way which is designed to promote fairness in relation to the treatment of all staff;
- ensure that disciplinary issues are resolved as quickly as possible;
- inform staff of the behaviours that are expected from them during the course of their employment.
- meet the college statutory responsibilities in line with legislation.

The detailed procedure sets out the stages which must be followed – Procedure Reference: PR/HR/2017/002

2. Legislative framework/related policies

- 2.1. Data Protection Act 1998.
- 2.2. Public Interest Disclosure Act 1998.
- 2.3. Employment Act 2002 (Dispute Resolution) Regulations.
- 2.4. Employment Relations Act 2004.
- 2.5. Health & Safety at Work 1974.
- 2.6. Disability Discrimination Act 1995.
- 2.7. Equality Act 2010
- 2.8. Promoting Attendance Policy.
- 2.9. Staff Code of Conduct Policy.
- 2.10. Staff Drug and Alcohol Policy.
- 2.11. Preventing Fraud and Corruption Policy.
- 2.12. Protection of Children and Adults at Risk Policy.
- 2.13. Inverness College Public Interest Disclosure (whistle blowing) Policy.
- 2.14. Data Protection Policy.

3. Scope

- 3.1. This policy applies to all Inverness College staff.

4. Compliance

- 4.1. This policy and associated procedures must be complied with and will be audited regularly with reports going to the appropriate committees.
- 4.2. This document is compliant with the disciplinary, dismissal and grievance regulations as detailed in the 'Legislative framework/related policies' above.

5. Monitoring

- 5.1 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.

6. Review

- 6.1 The policy and related procedures will normally be reviewed every three years to ensure it continues to meet College requirements within the legislative framework.

Board of Management

Subject/Title:	Organisation and Professional Development Strategy PIs		
Meeting and date:	Human Resources Committee - 1 June 2017		
Author:	Lindsay Ferries, Director of Organisation Development		
Link to Strategic Plan:	Yes: underpins sustainability, opportunity and growth		
Cost implications:			
Risk assessment:	Yes If yes, please specify: Risk to organisational sustainability if not monitored		
Status – Confidential/Non confidential	Non-confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

Recommendation:

The HR Committee is asked to recommend the performance indicators to be monitored by the Committee to the Board of Management for approval.

Background

The Organisation and Professional Development Strategy was agreed at the HR Committee on the 2 March 2017, subject to some amendments and further development of KPIs.

The following PIs were developed in response to feedback from Committee Members and are presented for agreement.

Performance Indicators

PI	TARGET
Diversity Profile of Staff in light of local and national demographic	Profile of our staff reflects the demographic profile of our community.
Diversity Profile of Students in light of local and national demographic	Profile of our students reflects the demographic profile of our community.
Proportion of staff with a recognised teaching qualification	95% of all permanent staff have a teaching qualification or are working towards a teaching qualification.
Proportion of Staff with a Post Graduate Qualification at SCQF level 10 or above	100% of staff delivering undergraduate degree programmes qualified to level 10 or above.
Proportion of Managers with a recognised Management Qualification	95% of all managers have a recognised management qualification or are working towards one.
Average number of CPD hours per member of staff	Full time staff record a minimum of 42 hours per annum, pro rata for part time staff.
Proportion of all staff completed PDR	100% of all staff have a PDR once a year.
Absence	3%

These targets are realistic while presenting appropriate challenge. Although the College would wish to have greater diversity in staff and student cohorts, we recognise the lack of diversity in the Highlands and Islands. That said, the College is proactive in its marketing and ensures that all materials project our organisational values and inclusive policies.

The College has maintained high levels of teacher qualification amongst staff and is committed to doing so. We are also rigorous in ensuring that staff are appropriately qualified to teach programmes and have invested significantly in higher degree qualifications for staff.

Our leadership and management development programmes have proved to be effective but we do accept the value of investing in formally accredited management training.

Lecturers are expected to undertake a minimum of 6 days CPD each year. The College however also makes provision for on-going CPD for support staff. This is reflected in the target above.

Our expectation is that all staff will have an annual PDR interview and furthermore, that this will be linked to our competency framework.

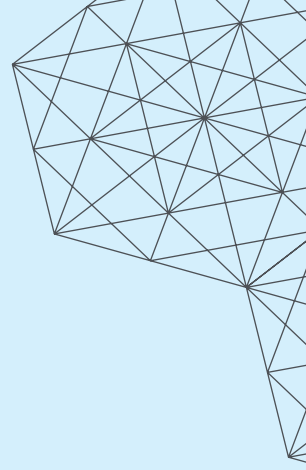
Although our absence rate compares favourably with the public sector average, we are committed to maintaining this level of performance and have set the target accordingly.

Recommendation:

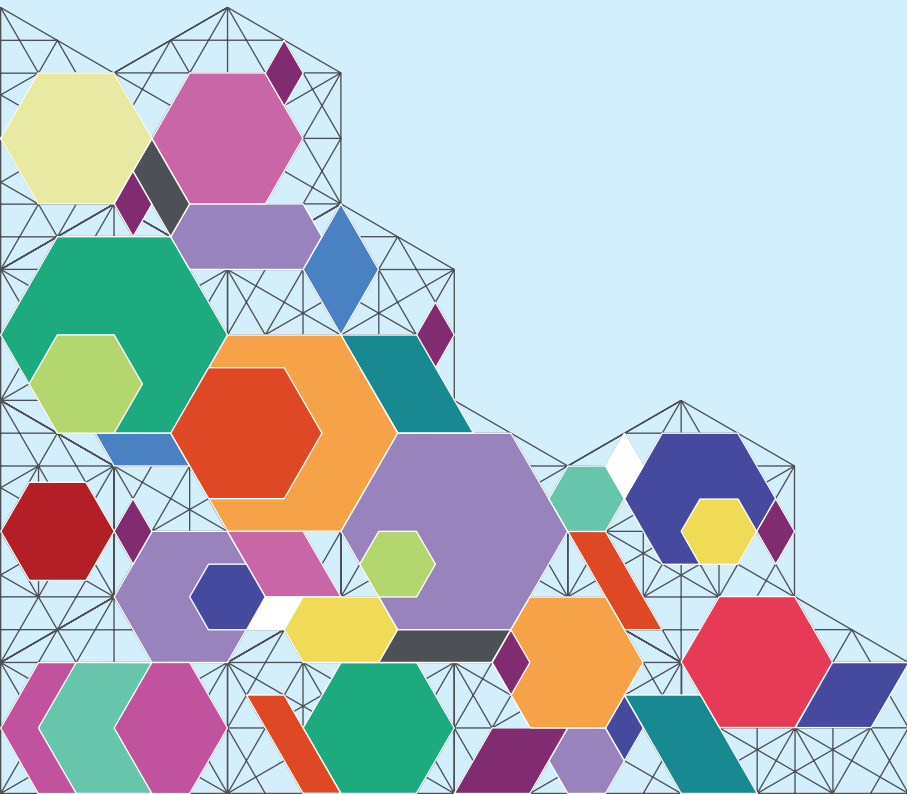
The HR Committee is asked to recommend the performance indicators to be monitored by the Committee to the Board of Management for approval.

Lindsay Ferries
Director of Organisational Development
May 2017

START
TOMORROW
TODAY



Organisation & Professional Development Strategy



Organisation and Professional Development 2017-2020

How to use this Strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI on our strategic approaches to Organisational Development including Human Resources and Staff Development.

Staff should make use of this strategy when creating their Operational Plans.

Context

Inverness College UHI re-located to its new estate in August 2015, marking the start of a new era for the organisation. The 2017 – 2020 strategy is set in light of the opportunities presented by the provision of purpose built world class facilities providing an inspiring environment for students and staff. This strategy is also set in the context of an organisation that has gone from strength to strength, growing provision, diversifying income streams and achieving national recognition for business excellence and provides a route map to guide us to further success.

This strategy document provides a route map for continuous improvement and growth. Through delivery of this strategy, Inverness College will become an employer of choice in the region, creating an exceptional organisational environment providing excellent further and higher education opportunities and research outputs. As an organisation we will develop a supportive, creative and dynamic organisation that is responsive to our local community and has national and international reach.

At the heart of the strategy are our collective values and commitments. Our position as one of the largest partners within UHI makes our contribution to the achievement of the University's vision significant. The Inverness College Strategy is therefore closely aligned to the UHI People Strategy and the overall strategic vision for UHI. The UHI values of, collaboration, openness, respect and excellence, are implicit within Inverness College's commitment to:

- Operate in an environment of mutual respect, behaving professionally at all times;
- Act with integrity, being honest and transparent in our work and putting the interests of our students first;
- Accountable for our actions, do what we say we will do and exceed expectations;
- Passionate in our work and in our ambition for our students, our college and our university.

As an organisation we are raising the bar, setting greater expectation of ourselves and our students and working collaboratively with external stakeholders to realise shared ambitions for the Highlands and Islands.

Strategic Objective 1:

To engage in proactive workforce planning to attract and equip our staff with the skills and attributes required to meet our ongoing and future needs.

We will achieve this by:

- Developing effective workforce planning processes;
- Developing robust recruitment practice that is closely aligned to organisational values, commitments and workforce planning mechanisms;
- Supporting continued opportunities for professional learning closely aligned to the strategic plan and associated workforce priorities;
- Developing a programme to support the development of those aspiring to future leadership and management roles;
- Promoting development opportunities through secondments, networking and collaborative working with the wider partnership.

Strategic objective 2:

To work with UHI partners to support the implementation of UHI shared Services and collectively influence and develop conditions of service and working practices appropriate for a tertiary organisation in the 21st Century

We will achieve this by:

- Supporting the development of the HR project workstream to delivery UHI shared services;
- Working with UHI, College Principals and recognised trade unions to develop local UHI agreements in keeping with the tertiary needs of the UHI partnership and ensuring a fair and consistent framework for staff;
- Developing consistent staff policies and procedures in keeping with the needs of a modern tertiary organisation;
- Developing cross partnership trade union and employee consultation and engagement arrangements linked to national joint negotiating and consultation mechanisms.

Strategic objective 3:

To continue to embed our values and commitments in our working practice to develop a distinctive organisational identity and to ensure consistency in culture.

We will achieve this by:

- Refining the college personal skills framework, continuing to utilise the framework to challenge and support behaviours in line with college commitments and values;
- Refining the Professional Development Review Process, ensuring that the process motivates staff to achieve their highest performance in line with strategic and operational objectives and college commitments.
- Continuing to improve and ensure business excellence at a local and partnership level by utilising appropriate recognised quality frameworks that support organisational development and cultural change in line with UHI values and people strategy.
- Maintaining IIP Gold and Customer Service Excellence
- Achieving IIP Platinum

Strategic objective 4:

To create opportunities for leadership at every level empowering individuals and teams to deliver creative solutions.

We will achieve this by:

- Developing an organisational coaching and mentoring programme to develop the capacity for dispersed leadership throughout the organisation;
- Developing opportunities for leadership of cross-college initiatives at all levels within the organisation;
- Providing mechanisms that encourage cross departmental, and cross partnership working and development;
- Recognising and celebrating success and learning in cross college projects;

Strategic objective 5:

To develop an effective, motivated and engaged workforce able to support sustained improvement and organisational development

We will achieve this by:

- Reviewing mechanisms for reward, recognition and celebrating success ensuring alignment with college commitments and values;
- Developing a systematic approach to ensuring currency with industry practice to support continued relevance in education and training provision:
- Ensuring effective self-evaluation and peer review processes across all services that inform operational planning for improvement;
- Providing opportunities for staff to initiate and influence developments and improvements;
- Ensuring staff are equipped and supported to deal with internal and external changing environments, enabling them to be resilient and adaptive to change.

Strategic objective 6:

To provide ongoing professional learning and development for all staff that fosters innovation and ensures a productive and appropriate balance between organisational and role specific goals and aspirations

We will achieve this by:

- Developing and implementing staff development opportunities which are closely aligned to the strategic plan and associated workforce development priorities;
- Developing opportunities for leadership of cross-college initiatives at all levels within the organisation;
- Promoting development opportunities through interaction with the wider partnership and external stakeholders;
- Developing a digital skills framework, including role specific training needs assessment and development
- Supporting staff in developing their research and scholarly activity.

Performance Indicators

PI	TARGET
Diversity Profile of Staff in light of local and national demographic	Profile of our staff reflects the profile of our community.
Diversity Profile of Students in light of local and national demographic	Profile of our students reflects the profile of our community.
Proportion of staff with a recognised teaching qualification	95% of all permanent staff have a teaching qualification or are working towards a teaching qualification.
Proportion of Staff with a Post Graduate Qualification at SCQF level 10 or above	100% of staff delivering undergraduate degree programmes.

Proportion of Managers with a recognised Management Qualification	95% of all managers have a recognised management qualification or are working towards one.
Average number of CPD hours per member of staff	Full time staff record a minimum of 42 hours per annum, pro rata for part time staff.
Proportion of all staff completed PDR	100% of all staff have a PDR once a year.
Absence	3%

Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

Strategic Aim
<p>Curriculum</p> <p>We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region.</p>
<p>Professional Practice</p> <p>Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.</p>
<p>Organisational Development</p> <p>As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.</p>

Board of Management

Subject/Title:	Human Resources Report – Quarter 3 2016/17		
Meeting and date:	Human Resources Committee - 1 June 2017		
Author:	Lindsay Ferries – Director of Organisational Development		
Link to Strategic Plan:	Enhancing Performance		
Cost implications:	Yes / No (<i>delete as applicable</i>) If yes, please specify:		
Risk assessment:	Yes / No (<i>delete as applicable</i>) If yes, please specify: Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Non confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

Recommendation(s)

The Human Resources Committee is asked to discuss the report.

Purpose of report / Summary

This report presents qualitative analysis of key HR measures relating to turnover and absence.

Main body of information

1. Turnover

Staff turnover in Q3 2016/17 was 2.1% which is a decrease from 2.9% in Q2 2016/17 and an increase from 1.3% in Q3 2015/16.

Staff turnover for core staff only (excluding fixed term contracts) in Q3 2016/17 was 1.5% which is a decrease from 3.0% in Q2 2016/17.

2. Headcount and FTE

In Q3 2016/17 Average Headcount was 380 of which 325 are permanent employees and 55 are fixed term contracts.

Q3 2016/17 average FTE is 319, of which 282 are permanent members of staff and 37 employed on fixed term contracts.

Summary of teaching staff FTE and contract type in in Q3 2016/17 compared with previous years:

Average FTE	Q3 2016/17	Q3 2015/16	Q3 2014/15
Permanent Teaching Staff	128.8	128.1	127.4
Fixed Term Teaching Staff	17.0	9.2	2.7
Supply	7.6	8.5	10.46
Total	153.4	145.8	140.56

3. Leavers

There were 8 leavers in Q3 2016/17; 1 retirement and 7 resignations.

	No. of Leavers	Total FTE	Reason for leaving
Support Management permanent position	1	1	1 Resignation
Support Management SMT permanent position	0	0	
Support Staff permanent position	1	1	1 Resignation
Support Staff fixed term contract	3	2	3 Resignations
Support Term Time Only – permanent position	1	0.4587	1 Resignation
Teaching Management permanent position	0	0	
Teaching staff permanent position	2	2	3 Resignations
Teaching staff fixed term contract	0	0	
Total	8	6.4587	

4. Starters

	No. of Starters	Total FTE
Support Management permanent position	0	0
Support Management SMT permanent position	0	0
Support Staff permanent position	1	1
Support Staff fixed term contract	5	3.2
Support Term Time Only permanent position	1	0.8584
Support Term Time Only fixed term contract	0	0
Teaching Management permanent position	0	0
Teaching staff permanent position	2	2
Teaching staff fixed term contract	0	0
Total	9	7.0584

There was 1 permanent support staff Technician recruited within the Engineering and Building Technology department as a direct backfill.

Of the 5 support staff fixed term contracts, two were backfills: Technician – Psychology, and Technician – Creative Industries (Drama and Media), two were backfills for Maternity Cover: Student Records Officer and Student Engagement Officer. An additional Finance Assistant was recruited due to the additional workload within the department.

The 1 permanent support term time only Childcare Practitioner appointment was recruited within the Early Learning and Childcare Centre as a direct backfill.

There were 2 permanent lecturers recruited as direct backfills:

- 1 x Lecturer – Teacher Education
- 1 x Lecturer – Civil Engineering

5. Transfers and secondments

In Quarter 3 2016/17 there were no internal transfers or secondments. There were no flexible working request submitted within the Quarter 3 2016/17.

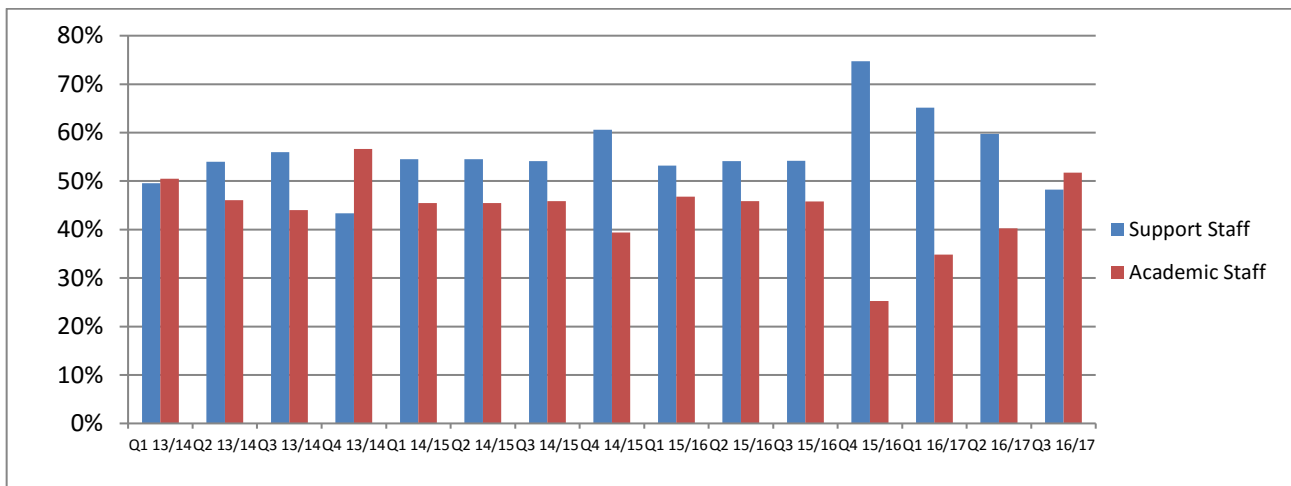
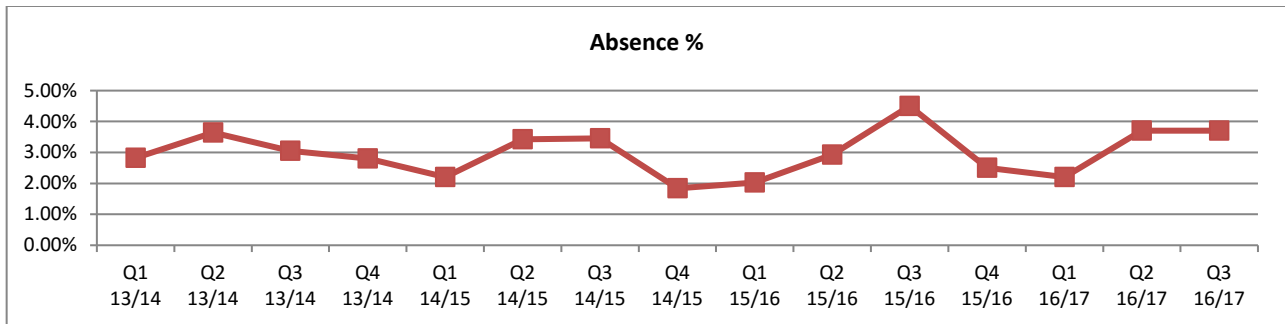
6. Absence

Sickness absence in Q3 2016/17 totalled 750.50 days, equivalent to 3.7%.

This is similar to that of Q2 2016/17 (3.7%) and is consistent with seasonal patterns of absence in previous years which show that Q3 absence rates most often show a similar pattern to that of Q2.

Q3 2015/16	4.5%	Q2 2015/16	2.9%
Q3 2014/15	3.46%	Q2 2014/15	3.43%
Q3 2013/14	3.05%	Q2 2013/14	3.64%

In Q3 2016/17, 48.23% of the total absence is attributable to support staff and 51.77% to academic staff compared to the previous quarter's split between support (59.72%) and academic (40.28%).



The College's Promoting Attendance Policy defines long term sickness absence as sickness absence for 13 or more consecutive days in relation to stress/debility or, for other conditions, 28 days or over. In Quarter 3 2016/17, out of a total of 8 staff who were long term absent, 5 members of staff met the long term sickness absence trigger for stress/anxiety. Four members of staff have successfully returned to work and 1 remains absent under the care of the College's Occupational Health provider.

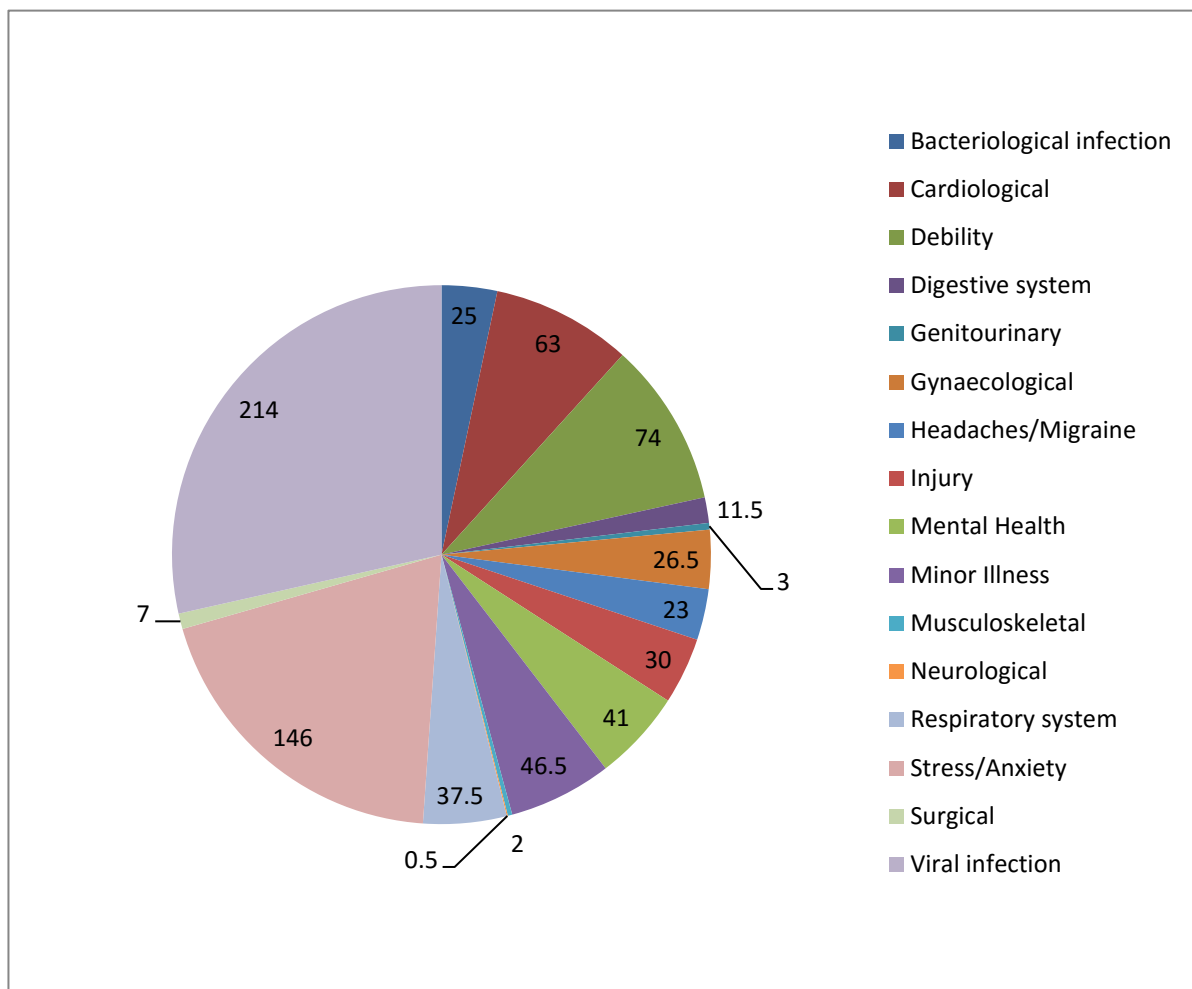
Of the 3 other staff who have had an episode of long term absence within this quarter, 1 has successfully returned to work and 2 remain absent under the care of the College's Occupational Health provider.

The most common reason for absence in Quarter 3 2016/17 was viral infection with a total of 214 (28.5%) days lost across 83 separate episodes, followed by Stress/Anxiety with 146 (19.5%) days across 8 episodes.

Management referrals to occupational health numbered 14 in Q3 2016/17. Eight of these related to employees with long term sickness absence, the other 6 related to general short term sickness absence and advice regarding ongoing fitness for work.

2016/17 Quarter 3

Days lost by Absence Reason



Board of Management

Subject/Title:	Risk Register Annual Review		
Meeting and date:	Human Resources Committee – 1 June 2017		
Author:	Lindsay Ferries, Director of Organisational Development		
Link to Strategic Plan:			
Cost implications:			
Risk assessment:	Yes If yes, please specify:		
Status – Confidential/Non confidential	Non confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

Recommendation(s)

The HR Committee is asked to discuss the HR related Risks as outlined in the attached corporate risk register.

Risk Description (Succession Planning)

‘Disruption to services/projects and/or partnership working resulting from loss of a key staff member.’

Causes

Retirement, resignation or death in service of key staff member(s). Inadequate succession planning. Unsystematic management of corporate knowledge,

Associated knock-on impacts resulting from transition arrangements with staff acting up and possible failure of backfill solutions.

Impacts/Evidence

Projects delayed due to loss of continuity, corporate knowledge gaps and disruption/loss of established relationships and contacts.

Actions to Minimise Risk in Place

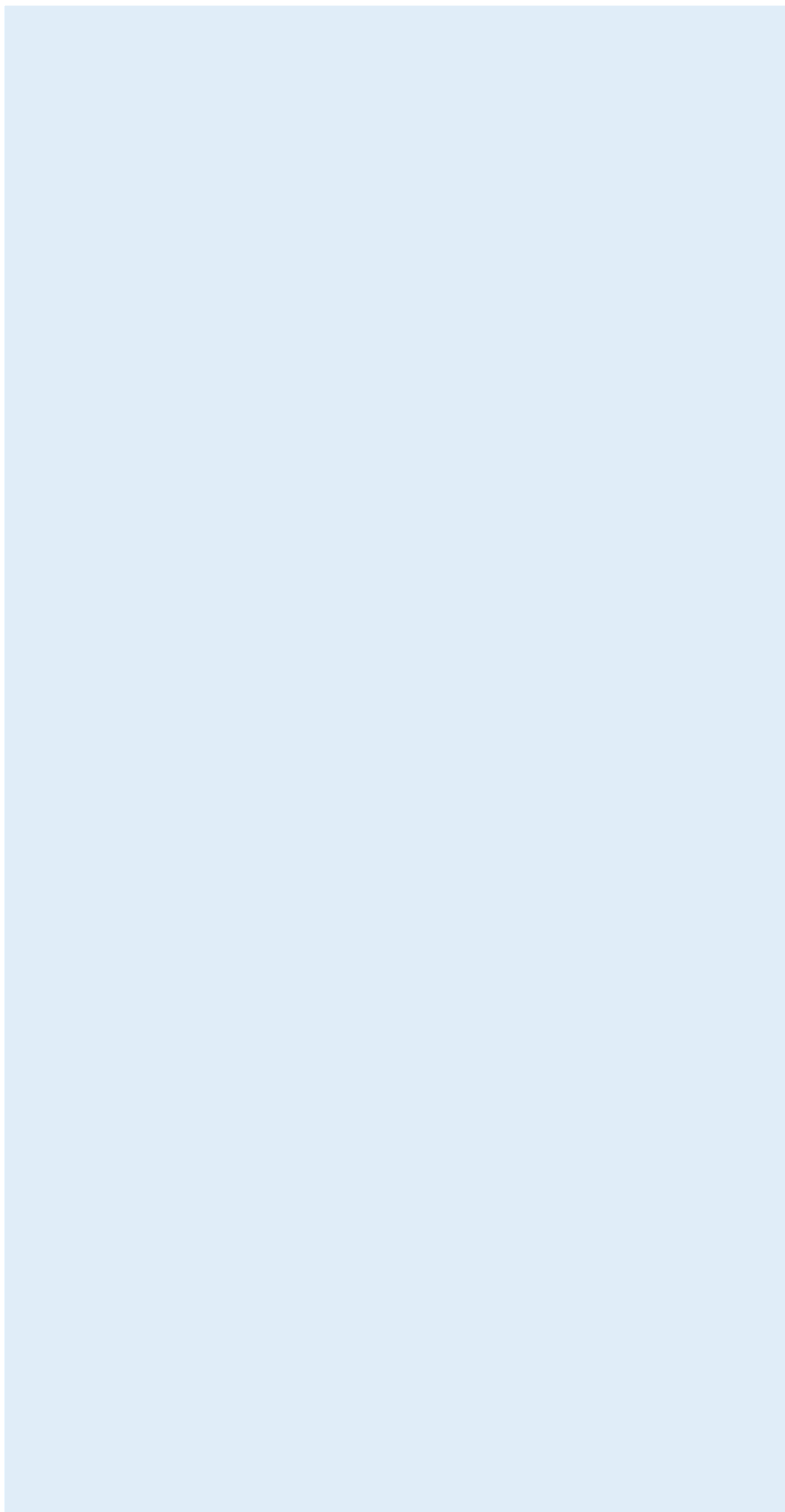
A workforce planning process has been adopted to anticipate future skill need. Staff development funding is aligned with the strategic plan to support succession planning and in particular the development of skill sets to support future curriculum developments. The College has developed systematic recording of corporate procedures and corporate knowledge. A systematic approach has been taken to the development of supervisory skills and leadership and management skills to support succession planning.

Please also refer to suggested HR PIs as stated in the HR Committee Paper which align to monitoring these actions and the development of reporting capacity in Ciph HR Information System to deliver more targeted annual and quarterly management reports.

The risk outlined above is one of eleven generic risks adopted across the UHI partnership at the request of the UHI Court. The Inverness College risk register has been adapted to reflect these generic risks, although we do also include additional risks in our register.

Although recruitment to specialist roles can be challenging in the Highlands, the College has implemented a number of initiatives to develop some resilience and will continue to strategically use development opportunities to mitigate risk wherever possible.

Lindsay Ferries
Director of Organisational Development
May 2017



LIKELIHOOD CRITERIA**TIMESCALE 3 YEARS**

Score	Descriptor	Probability
5-Almost Certain	More than likely – the event is anticipated to occur	>80%
4-Likely	Fairly likely – the event will probably occur	61-80%
3-Possible	Possible – the event is expected to occur at some time	31-60%
2-Unlikely	Unlikely – the event could occur at some time	10-30%
1-Very Rare	Remote – the event may only occur in exceptional circumstances	<10%

IMPACT - CRITERIA

TIMESCALE 3 YEARS

Score	Description	Financial	Operational	Reputational (need to link to communications process for incident management)
5 - Catastrophic	A disaster with the potential to lead to: • loss of a major LHM partner • loss of major funding stream	> £500,000 or loss of key partner	• Likely loss of key partner, curriculum area or department • Litigation in progress • Severe student dissatisfaction • Serious quality issues/high failure rates/major delivery problems	• Incident or event that could result in potentially long term damage to UH's reputation. Strategy needed to manage the incident. • Adverse national media coverage • Credibility in marketplace and with stakeholders significantly undermined.
4 - Major	A critical event which threatens to lead to: • major reduction in funding • major reduction in teaching/research capacity	£250,000 - £500,000 or lead to possible loss of partner	• Possible loss of partner and litigation threatened • Major deterioration in quality/pass rates/delivery • Student dissatisfaction	• Incident/event that could result in limited medium-term damage to UH's reputation at local/regional level. • Adverse local media coverage • Credibility in marketplace/with stakeholders is affected.
3 - Significant	A significant event, such as financial/operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000	• General deterioration in quality/delivery but not persistent • Persistence of issue could lead to litigation • Students expressing concern	• An incident/event that could result in limited short term damage to UH's reputation and limited to a local level. • Criticism in sector or local press
2 - Minor	An adverse event that can be accommodated with some management effort.	£10,000 - £50,000	• Some quality/delivery issues occurring regularly • Raised by students but not considered major	• Credibility not called in question • Low media profile • Problem commented upon but credibility unaffected
1 - Insignificant	An adverse event that can be accommodated through normal operating procedures.	<£10,000	• Quality/delivery issue considered one-off • Raised by student but action in hand	• No adverse publicity • Credibility unaffected and goes unnoticed

Note: Select criteria most appropriate. Use highest score if more than one criterion applies.

RISK MAP (for Gross risk & residual risk)		TIMESCALE 3 YEARS				
IMPACT	5	10	15	20	25	
5 - Catastrophic	5	10	15	20	25	
4 - Major	4	8	12	16	20	
3 - Significant	3	6	9	12	15	
2 - Minor	2	4	6	8	10	
1 - Insignificant	1	2	3	4	5	
	1 - Very Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	
	LIKELIHOOD					

Attention should also be paid to risks that are very rare or unlikely that could cause a catastrophic impact.

Joint Consultative Committee

26th April 2017

16:00

Room 220

Present	Roddy Henry (Chair), Lindsay Ferries, Andrew Chatterton & Gordon MacPherson (EIS)
Apologies	None
In Attendance	Shona MacDonald (Minute)
Status of Minutes	Draft

Action Points

Action No	Action	Responsibility & Timescale
1	Forward a factual note on deductions to EIS	LF 27-Apr-17

1. WELCOME AND APOLOGIES

The Chair welcomed those present to the meeting. The absence of UNISON and GMB was noted.

2. MINUTES OF PREVIOUS MEETING 7th FEBRUARY 2017

The minutes were reviewed and some minor amendments were noted and agreed.

3. EIS/FELA BALLOT

EIS confirmed that a strike would take place on the 27th of April. EIS provided a map of where groups would picket on campus. EIS provided the names of picket supervisors, Andrew Chatterton at the main campus and Neil Stewart at the Scottish School of Forestry. EIS clarified that there had been discussion with the members that the purpose was to discuss the strike action with EIS members only.

Lindsay Ferries confirmed that staff not attending work, and rostered to do so, would have a day's pay deducted from their salaries. LF would provide EIS with a factual note on deductions for their use.

4. DATE AND TIME OF THE NEXT MEETING

The date of the next meeting was 30th May 2017.

Signed by the Chair: _____

Date: _____

Board of Management

Subject/Title:	Half Yearly Employment Law Update		
Meeting and date:	Human Resources Committee – 1 June 2017		
Author:	Lindsay Ferries, Director of Organisational Development		
Link to Strategic Plan:			
Cost implications:			
Risk assessment:	Yes If yes, please specify:		
Status – Confidential/Non confidential	Non confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

Recommendation

The HR Committee is asked to discuss the employment law update and the College’s on-going legislative compliance.

Topic	Impact / Key policy/Procedure	Progress
<p>Public Sector Exit Payments Capped</p> <p>Draft Public Sector Exit Payment Regulations 2016 provide that exit payments to public sector workers are capped. While arrangements have been in place for colleges through the SFC to minimise the impact of redundancy payments through a spend to save approach where the impact of the redundancy pay would be recovered over a reasonable period of time (normally three years). Up until now this has not included pension strain costs associated with early retirement. Pension strain and other contractual entitlements for example notice and holiday accrual will soon be included in the cap.</p> <p>Furthermore public sector workers who do request and are provided voluntary severance will have the liability of repaying their severance payment in the event they secure employment with another public sector employer within 12 months. Further detail is awaited.</p> <p>Implementation date to be confirmed.</p>	<p>Recruitment from other public sector employers/attractiveness of VS packages and the existing moratorium on compulsory redundancies.</p>	<p>Review once the full legislation is published.</p>
<p>Shared Adoption Leave</p> <p>Before 5 April 2015, an employee who adopted a child through an approved adoption agency was entitled to up to 52 weeks' adoption leave provided that he/she had at least 26 weeks' continuous service, calculated as at the week in which notification of matching was given by the adoption agency.</p> <p>The provisions for statutory and contractual adoption pay remain unchanged ie a minimum 26 weeks service required at the point of notification of matching.</p> <p>Furthermore those parents who become the legal parents of a child under a surrogacy arrangement are entitled to take statutory adoption leave and pay if the child's</p>	<p>Maternity and Parenting leave policy and procedure</p>	<p>Procedure and payroll notifications along with paperwork and notification arrangements updated. Complete</p> <p>Parenting Policy and Procedure approved at scrutiny panel and progressing through staff consultation and JCC quality process.</p> <p>Procedure – SMT 12 January 2017</p> <p>Policy – Board March 2017</p>

Topic	Impact / Key policy/Procedure	Progress
<p>expected week of birth is on or after 5 April 2015.</p> <p>The provisions for shared parental leave also apply to adopters.</p>		<p>Approved and Published - complete</p>
<p>Gender Pay Gap Statutory Reporting</p> <p>While the college has published its gender pay gap information on an annual basis through our annual equality outcome reports. This year legislation has been passed to make this mandatory for all employers with more than 250 employees. The detailed guidance also requires employers to set out the relative pay for men and women for each quartile of the pay distribution along with a narrative report. The deadline for publication is the 4 April 2018.</p>	<p>Review calculations and presentation in line with the guidance when published.</p> <p>Include in Annual Gender Equality Reporting Cycle.</p>	
<p>National Living Wage/ National Pay and Conditions</p> <p>The government introduced a new rate of the national living wage (to replace the national minimum wage) on 1 April 2016 of £7.20 which increased on the 1 April 2017 to £7.50 per hour. The rate applies to workers aged 25 or over and further a set of hourly rates for those under 25 was published soon after.</p> <p>As a result of collective pay agreement for 15/16 and 16/17, the Inverness College pay model is a minimum hourly rate for all core staff (regardless of age) of £8.35 per hour effective from 1 April 2016. The living wage foundation on 31 October 2015 published a real 'living wage of £8.20 per hour for those employers who wished to gain accreditation with the living wage foundation.</p> <p>Inverness College is therefore a living wage employer in relation to our directly employed staff. To receive accreditation the college would require a commitment from contractors to 'Work towards the living wage' and to include this provision as part of the procurement processes for external contracts. APUC are reviewing this as part of their tendering arrangements for framework agreements. Our cleaning contractor has provided a commitment to</p>	<p>The college is a Living Wage Employer (directly employed staff) and is anticipated to continue to be in 17/18.</p>	

Topic	Impact / Key policy/Procedure	Progress
work towards living wage accreditation and has confirmed that they pay more than the national living wage to their employees.		
<p>May 2016 – Trade Union Act 2016</p> <p>With effect from 1 March 2017 at least 50% of those eligible to vote (union members) for strike action must cast their ballot for the result to be considered legitimate with an additional threshold of 40% of those entitled to vote, voting in favour, for strike action to be legitimate.</p> <p>Other arrangements are also set in relation to the ballot paper and ensuring that the rationale for industrial action is clearly articulated that a minimum of two weeks' notice is provided for employers and that arrangements for picket lines includes risk assessments and a nominated and identified picket supervisor.</p>	National Pay and Conditions Negotiations.	New provision met by the EIS FELA in recent industrial action and on picket lines.

Lindsay Ferries
 Director of Organisational Development
 May 2017