



## Board of Management

### MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held in the Boardroom, 1 Inverness Campus on Thursday 21 September 2017

**PRESENT:** Andy Gray, Carron McDiarmid, Lindsey Mitchell, Innis Montgomery, Chris O'Neil, Steve Walsh,  
**CHAIR:** Lindsey Mitchell  
**APOLOGIES:** Mick Longton, John Wilson  
**ATTENDING:** Director of Organisational Development  
Secretary to the Board of Management

#### 1. MINUTES

The Minutes of the Meeting of the Human Resources Committee held on 1 June 2017 were **AGREED** as a correct record and were **APPROVED** and signed.

#### 2. HUMAN RESOURCES COMMITTEE - TERMS OF REFERENCE

The Board Secretary referred to the suggested amendments which had been made to the Human Resources Committee terms of reference which had last been reviewed in June 2015.

The Committee, subject to the substitution of the word "auditing" with "reviewing" at remit number 4, **RECOMMENDED** the amended terms of reference for the Human Resources Committee to the Board of Management for approval.

#### 3. PUBLIC SECTOR EQUALITY DUTY - MAINSTREAMING REPORT

A report by the Director of Organisational Development advised that Equality and Diversity in the public sector were underpinned by a mandatory legal framework. The Public Sector Equality Duties (PSED) extended to an institution's relationship with both staff and students.

The Mainstreaming report set out the College's performance in light of the equality outcomes set in 2013, provided employment data and identified the equality outcomes, aligned to the Regional Outcomes for the period 2017-2021.

The Committee discussed the report in detail and **AGREED** that the Director of Organisational Development should incorporate the following comments into the report

- Clarify the term "main provider of education and skills development in the highland region" as post 16 provider
- Make reference to the protected characteristics, specifically providing context on what data had been collected and what was missing
- Cross reference the report to the Access and Inclusion Strategy and the Gender Action Plan

- Provide a statement on how well the College performed in the collection of student data
- Make reference to the links the Students Association has with community groups
- Made reference to the Hate Free Highland initiative and its links with PREVENT
- The initiatives within the college which encouraged students to disclose any mental health issues
- That the Board would strive towards meeting the 50/50 gender balance on the Board
- That a paragraph be included on the future academic needs of the region and the agility of the college to meet those needs.

The committee **APPROVED** the Mainstreaming report subject to the above amendments being incorporated

*The Chair suggested that item 5 on the agenda be taken in advance of item 4 as the Director of Finance would be joining the meeting to make a presentation on National Bargaining. This was agreed.*

#### 4. **NATIONAL BARGAINING**

The Director of Finance highlighted a number of the key issues which she had made in a presentation to the recent FERB meeting on the Financial Impact of National Bargaining on UHI, a copy of which had been circulated to all Board Members.

The FTE equivalent salary for unpromoted lecturers would be £40,026 on 1 April 2019. Once the migration was complete, there would be an additional cost in excess of £5M for the region. This represented a regional increase of more than 16% on the current teaching staff costs. There would be further cost increases relating to teaching staff due to changes in terms and conditions and a significant impact on support staff and management costs resulting from national job evaluation. These costs did not reflect any cost of living increases.

The Director of Organisational Development spoke to her report and advised that the college would be making an application to the Living Wage Foundation as the College was a national living wage employer.

The Committee **NOTED** the position and that a further report would be submitted to the Board at its meeting in October.

#### 5. **HUMAN RESOURCES PERFORMANCE INDICATORS – QUARTER 4 2016/17**

A report by the Director of Organisational Development provided qualitative analysis of key HR measures relating to turnover and absence as follows:-

- Turnover
- Headcount and FTE
- Leavers
- Starters
- Transfers and Secondments
- Absence



In particular the Committee discussed

1. The effect of the national bargaining pay settlement on turnover figures. This would have to be closely monitored, especially leading up to April 2019 when the transition to the final pay settlement figure was completed.
2. The leaver destination information which gave context to the data
3. The number of supply staff as a percentage of all teaching staff (20%) and the ongoing engagement which the college promoted to ensure that these staff could step into teaching posts as required.
4. The development opportunities which were being offered to internal staff to allow them to compete with any external candidates for promoted positions.
5. The low level of staff redeployment because of the specific skills of lecturers
6. The identification of stress as being either work or home related or both

The Director of Organisational Development advised that members of teaching staff whose contractual notice of termination was 4 weeks had given such notice at the beginning of the academic year. Historically staff had tended to give notice at the end of an academic year and a period of three months was available for the college to complete the recruitment process. The use of the 4 week notice period had caused difficulties in service delivery. This issue had been raised at a recent JCC meeting and the Unions appeared to be sympathetic to the College position.

The Committee **NOTED** the report.

#### 6. **IIP GOLD ANNUAL REVIEW**

A report by Director of Organisational Development advised that the IIP Gold Annual review was due in December, with the final report expected by February 2018.

An objective in the Organisational and Professional Development Strategy 2017-20 was the achievement of IIP Platinum. Progression beyond the Generation 5 Gold Award included a mandatory all staff survey as part of the assessment criteria. It was recommended that the development of a staff survey be framed in a manner which ensured a relationship with a recognised performance framework like IIP which could clearly link back to an overarching staff governance framework. The current staff governance standard which defined staff governance as a system of corporate accountability for the fair and effective management of all staff was currently under review.

The Committee discussed the report and **REQUESTED** that a piece of work be undertaken to quantify the benefits of IIP accreditation.

#### 7. **EXTERNAL SUPPORT ANNUAL REPORT**

A report by the Director of Organisational Development provided an update on the 4 areas of external support provided to the college, namely

- **Employee Assistance Programme (AXA-ICIS)**  
Further analysis of what staff saw as the benefits of this service was required. It was possible that the College would go out to tender for this service.

- **Computers in Personnel HR (CIPHR)**

The contract had been in place since 2010 and had been extended on an annual basis since 2015 to 2018. The UHI Business Convergence Team had to complete the Finance Project before starting the procurement and implementation of a shared HR system for the partnership

- **Harper MacLeod Employment Legal Services**

This contract continued to operate effectively. The contract review of legal services was due in the next year and would include employment legal services.

- **Occupational Health Services (RS Occupational Health)**

Difficulties had been encountered with the provision of this service, especially around the performance standards within the contract. Regular meetings were being held with APUC and RS Occupational Health to ensure improvement in the Service

The Committee **AGREED** that an update report be submitted to the next meeting in November.

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

**8. AUDIT REPORT - RECOMMENDATIONS**

The Chair referred to the very positive Audit report on Staff Recruitment and Retention – Succession Planning. She congratulated the staff involved as the report was a reflection of the efforts of the college

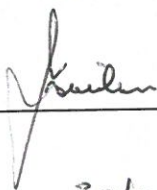
**9. MINUTES**

Joint Consultative Committee – 30 May 2017

**10. DATE OF NEXT MEETING**

Thursday 30 November 2017 at 8.30 a.m.

Signed by the Chair: \_\_\_\_\_



Date: \_\_\_\_\_

30/11/2017