

Meeting	Human Resources Committee
Date and time	Wednesday 26 June 2019 at 4.30 p.m.
Location	Boardroom, 1 Inverness Campus

Board Secretary
19 June 2019

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

1. **MINUTES**
Meeting of the Human Resources Committee held on 28 February 2019
2. **OUTSTANDING ACTIONS**
Action List
3. **TERMS OF REFERENCE**
Report by Board Secretary

ITEMS FOR DISCUSSION

4. **HUMAN RESOURCES – QUARTER 3 REPORT 2018/19**
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
7. **IIP GOLD REVIEW / STAFF SURVEY**
Report by Director of Organisational Development
8. **EXTERNAL SUPPORT (Confidential)**
Report by Director of Organisational Development
9. **HUMAN RESOURCES – POLICY REVIEW – TIMETABLE**
Report by Director of Organisational Development
10. **COMMITTEE EVALUATION – COMMITTEE AND CHAIR**
Report by Board Secretary

ITEMS FOR NOTING

- 11. EMPLOYEE RELATIONS**
 - a. Minutes of the Meeting of the JCC - 12 February 2019
 - b. Minutes of the Meeting of the JCC - 16 April 2019
- 12. HALF YEARLY EMPLOYMENT LAW UPDATE**
Report by Director of Organisational Development
- 13. AOCB**
- 14. DATE OF NEXT MEETING – Thursday 20 September 2019 @ 08.30**

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Board Secretary 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.

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held in the Boardroom, 1 Inverness Campus on Thursday 28 February 2019

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

Carron McDiarmid declared an interest in items 4, 5, 8 and 10. Steve Walsh declared an interest in items 4, 5, and 10.

1. MINUTES

The Minutes of the Meeting of the Human Resources Committee held on 29 November 2018 were **AGREED** as a correct record and were **APPROVED** and signed.

2. OUTSTANDING ACTIONS

The Committee considered each of the outstanding actions and **AGREED** that a number had been completed so could be removed from the list.

3. EARLY LEARNING AND CHILDCARE POLICY

This was a new policy which had been through the College approvals process.

The Director of Organisational Development confirmed that there was no reference to funding/fees within the policy as the College finance team were responsible for all aspects of finance, not the ELLC team.

The Committee **AGREED** to recommend approval of the early learning and childcare policy to the Board of Management for approval subject to the policy being amended to include reference to supporting equalities duties and the correction of a number of typographical errors.

4. EQUALITY OUTCOMES ANNUAL REPORT – APRIL 2018

In line with the public sector duty, a joint report by the Director of Organisational Development and Head of Student Services presented the draft equality outcomes annual report for the two year period 16/17 and 17/18 in advance of publication in April 2019.

A summary of year on year progress/rag report in light of the outcomes, which was previously requested by the Committee would be presented to the Board of Management for agreement in March 2019.

A member of the Committee suggested that it would be useful for Board Members to receive training on unconscious bias. The Board Secretary advised that this had already been suggested for board members involved in recruitment and selection processes but it could be extended to all those interested.

The Committee **AGREED** to recommend the equality outcomes annual report to the Board of Management for approval

5. LOCAL GOVERNMENT PENSION SCHEME EMPLOYER DISCRETIONARY POLICY

A report by the Director of Organisational Development advised that the Local Government (Scotland) Pension Scheme Regulations provided employers participating in the Highland Council Pension Fund with powers to determine certain policies to reflect local circumstances.

In 2005 the College reviewed its 'employing authority' discretionary policies in relation to enhanced pension benefits. It was agreed that the College would not enhance pension benefits for staff in circumstances of redundancy or retirement. This policy was continued throughout the college restructure and voluntary severance arrangements in 2011/2012. At the last review in 2015 there was no change to this position.

The Board also agreed in 2015 to incorporate into college practice the recovery of sums from the pension scheme in the event that an employee was dismissed for a fraudulent offence or gross misconduct where the college could recover these losses.

It was proposed that no changes be made to the current policy.

The Committee **AGREED** to recommend the current policy with no changes to the Board of Management for approval.

6. IIP GOLD REVIEW / STAFF SURVEY

A report by the Director of Organisational Development referred to the interim report prepared by IIP on the results of the staff survey.

The report found that

1. There was close correlation with the median score in comparison to all IIP Gold employers who completed the survey.
2. The results were above average for quality and continuous improvement.
3. Strengths included structure of work, continuous improvement and values
4. reward and recognition and senior management development had been identified as areas for development
5. Departmental variances were in line with known areas of strength and improvements.

The Committee **NOTED** the interim report and looked forward to receiving the final report with specific recommendations at a future meeting.

7. HUMAN RESOURCES REPORTS – QUARTERS 1 & 2, 2018/19

Reports by the Director of Organisational Development presented qualitative analysis of key HR measures surrounding turnover and absence for the first two quarters in 2018/19.

The key issues to note were:-

- A slightly higher percentage of retirements in Q2 compared to Q1.
- The days lost to absence because of stress/anxiety had increased significantly between Q1 and Q2.

The Director of Organisational Development advised that all nominated first aiders would be required to undertake a mental health first aid course within a three year period. It was confirmed that any member of staff who was absent because of stress/anxiety but who was also subject to a disciplinary process would have both issues processed concurrently in a fair and independent manner.

The Committee **NOTED** the position.

8. NATIONAL BARGAINING

A report by the Director of Organisational Development presented an update on national bargaining, confirmed the conclusion of negotiations on national terms and conditions and provided a progress update in terms of cost of living pay negotiations for 2017/18 and 2018/19 and other collective agreements.

The Committee discussed

- the further industrial action scheduled by EIS FELA for 6 and 21 March and noted the potential for a ballot for “action short of strike action”.
- The agreement whereby both lecturing and support staff would transfer from temporary to permanent positions after a period of employment of two years continuous service
- The agreement between the college and the GMB and UNISON on the support staff pay and terms and conditions
- The risks associated with national bargaining and the need for them to be fully recorded within the risk register.

The Committee **AGREED** to endorse the local agreement, STS 05/18 - support staff pay and terms and conditions with GMB and UNISON.

9. HUMAN RESOURCES POLICIES – TIMETABLE FOR REVIEW

A report by the Human Resources Manager outlined the current position regarding the review of HR Policies and Procedures by Harper MacLeod.

The Committee **AGREED** that a schedule for policy approvals would be submitted to the next meeting.

10. EXTERNAL SUPPORT CONTRACTS

A report by the Director of Organisational Development outlined the current position regarding the performance of the College Occupational Health Contract, Employee Assistance Programme (AXA), Harper MacLeod Employment Legal Services and Computers in Personnel HR (CIPHR)

The Chair, having a conflict of interest, left the meeting during discussion of the following item. The Vice Chair, Innis Montgomery took the Chair.

Occupational Health Services

The contract with the current provider would expire in March 2019. The College had taken part in a collaborative tender exercise and the final evaluations had ranked NHS Highland as the number 1 supplier. The College would enter into a contract with NHS Highland for a two year period with the flexibility to enter into a negotiated extension.

The Committee **NOTED** the position.

The Chair returned to the meeting and took the Chair.

Legal Services Contract

The legal services contract with Harper Macleod had been rolled over annually for a number of years. The College was required to either complete an open tender exercise or use a national framework for the provision of legal services. The framework negated the need to open tender and provided a solution where due diligence and terms and conditions had already been completed on behalf of the college.

The Director of Organisational Development had met with Anderson Strathern, the number 1 ranked supplier on the framework. Procuring the services of Anderson Strathern would provide the College with enhanced reporting and more detailed invoicing. This would enable finance efficiencies and improved governance.

The Committee **NOTED** the position.

Computers in personnel in HR (CIPHR)

The contract with CIPHR had been in place since April 2010 and single source justification had been used to extend the contract on an annual basis for a number of years.

The Committee **REQUESTED** that a detailed update be provided to the next meeting.

11. EMPLOYEE RELATIONS

The Committee **NOTED** the Minutes of the Meeting of the Joint Consultative Committee held on 11 December 2018

12. AOCB

LATE ISSUE OF AGENDA AND PAPERS

The Committee was very concerned about the late issue of the agenda and papers for this meeting. This was the third time this academic year that the papers had been issued late.

The Committee asked the Director of Organisational Development to ensure that papers for future meetings were passed to the Board Secretary in a timely manner to allow her to issue the agenda and papers according to the timescale set out in the Standing Orders.

13. DATE OF NEXT MEETING

Thursday 30 May 2019 at 8.30 a.m.

Signed by the Chair: _____

Date: _____

Actions from Human Resources Committee

29 November 2018				
Staff Grievance Policy	updated SMT Grievance policy to a future meeting Updated SMT Grievance policy to future meeting of PR&R	Director of Org Dev	May 2019 Sept 2019 PR&R	
	consider how to provide Board Members with access to all Human Resource procedures simply to allow them to understand the level of detail included	Principal and Director of Org Dev	Before Christmas break	
Revised PDR process	Report on amended process	Director of Org Dev	May 2019	
28 February 2019				
IIP Gold review/staff survey	Final report with specific recommendations	Dir of Org Dev	May 2019	On agenda
HR Policies – timetable	Schedule for policy approvals to be submitted to the next meeting	D of Org Dev	May 2019	On agenda
External support	Detailed update on CIPHR	D of Org Dev	May 2019	On agenda

Board of Management

Subject/Title:	Human Resources Committee Terms of Reference
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	20 May 2019
Brief Summary of the paper:	<p>The Terms of Reference of the Human Resources Committee were last reviewed in 2017 and a number of changes were made.</p> <p>Following the discussion at the last meeting of the Committee regarding the name of the Health and Safety Policy and the subsequent change to Health, Safety and Wellbeing Policy, a minor change to the TOR has been made to reflect this.</p>
Action requested: [Approval, recommendation, discussion, noting]	To consider whether any changes should be made to the TOR.
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	
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

Human Resources Committee Terms of Reference

Membership

Not less than five Board Members, including the Chair and Principal who are members *ex officio*.

Board Members who are employed at the College may not Chair the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

The Committee has overall responsibility for the direction and oversight of all personnel matters relating to the function of the Board of Management as employer of the College's staff.

The Committee shall oversee the development and auditing of all human resource strategies and work streams and this shall include:

1. Overseeing the Organisation and Professional Development Strategy and Annual Action Plan and monitoring actual performance against KPIs.
2. Overseeing the human resources measures surrounding turnover, absence, diversity and teaching qualifications
3. Ensuring that the College has appropriate succession plans in place for senior management, teaching and support staff
4. Reviewing Human Resource policies within the College, including those relating to recruitment and selection, terms and conditions of employment including Discipline and Grievance, Health, ~~Safety and Wellbeing and Safety~~, and training and development, staff development and appraisal.
5. Overseeing the provision of occupational health support, the provision of computerised human resources systems and a Job Evaluation system.
6. Monitoring progress against Equality Scheme Action Plans.
7. Monitoring the Investors in People and Customer Services Excellence standards and ensuring that the College provides appropriate Staff training and development.
8. Ensuring the College has in place an effective Performance Management framework monitored through regular statistical reports to the Committee.
9. Ensuring appropriate arrangements are in place for effective dialogue with trade unions
10. Ensuring that pay and conditions of employment are properly determined and that pension arrangements are monitored
11. Ensuring that the college is operating within all legal requirements relating to employment law and other legislation affecting employment

Board of Management

Subject/Title:	Human Resources Report Quarter 3 2018-19
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	21 May 2019
Brief Summary of the paper:	This report presents qualitative analysis of key HR measures surrounding turnover and absence.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Enhancing Performance
Resource implications:	No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	SMT

Status – [Confidential/Non confidential]	Non Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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Human Resources Report Quarter 3 2018-19

Executive summary

The Human Resources Committee is asked to discuss the report.

Background information

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

Main body of information

1. Turnover

Staff turnover in Q3 2018/19 was 2.7%, a 0.1% decrease from the previous quarter (2.8% in Q2 2018/19) and an increase from Quarter 3 in 2017/18 (1.8%).

Staff turnover for core staff only (excluding fixed term contracts) in Q3 2018/19 was 2.2%, a decrease of 0.4% from the previous quarter (2.6% in Q2 2018/19) and an increase from Q3 in 2017/18 (1.8%).

2. Headcount and FTE

In Q3 2018/19, Average Headcount was 401 of which 357 are permanent employees and 44 are fixed term contracts.

Q3 2018/19 average FTE was 337, of which 304 fte was permanent and 34 fte was fixed-term.

Summary of teaching staff FTE and contract type in in Q3 2018/19 compared with previous quarter and previous years:

Average FTE	Q3 2018/19	Q2 2018/19	Q1 2018/19	Q4 2017/18
Permanent Teaching Staff	170	146.9	148.0	135.9
Fixed Term Teaching Staff	6	4.4	4.2	9.4
Supply	XX	7.9	4.56	8.18
Total	XX	159.2	156.76	153.48

In line with the NJNC agreement on permanency the college reviewed its supply staff and those staff in scope in line with curriculum planning going forward were transitioned to permanent contracts. This has had an effect on the permanent fte for the period. We are still verifying the data for supply hours and therefore supply fte for quarter 3. We anticipate a significant reduction in overall supply in 2018/19 and therefore the budget for supply hours in 2019/20.

3. Leavers

There were 11 leavers in Q3 2018/19, 10 resignations and 1 retirement:

	No. of Leavers	Total FTE	Reason for leaving
Support Staff Established Position	6	4.8	5 x Resignations 1 x Retirement
Support Staff Non-Established Position	3	1.68	3 x Resignations
Teaching Management Established	1	1	1 x Resignation
Teaching Staff Established Position	1	0.8	1 x Resignation
Total	11	8.28	

4. Starters

There were 12 starters in Q3 2018/19.

	No. of Starters	Total FTE
Support Staff Established Position	4	3.57
Support Staff Non Established Position	5	3.22
Teaching Staff Established Position	2	0.8
Teaching Staff Non-Established Position	1	1
Total	12	8.59

Of the 4 support staff permanent contracts appointed, 1 was a direct backfill for maternity leave (HR Manager); 2 were new posts (Assessor Construction; Finance Officer) and 1 was a direct backfill for a leaver (Kitchen Porter).

There were 5 support staff fixed term contracts appointed

Of the 2 teaching staff permanent contracts both were direct backfills for leavers:

- Lecturer – Art & Design
- Lecturer - Drama

The teaching staff fixed-term contract was appointed to provide cover for sickness absence:

- Lecturer - Engineering

5. Transfers, secondments and flexible working requests

In Quarter 3 2018/19, there were no new internal promotions, secondments or other changes.

6. Absence

Due to turnover in HR staffing and training for new staff in the monthly reconciliation of absence data, it has not been possible to provide accurate and up to date absence reporting data for this quarter. The reporting available from the system did not fully reflect absence reasons and those absences that had closed over the period. The HR team are currently undertaking training to rectify this. Full details of the Q3 position will be reported at the next meeting.

Board of Management

Subject/Title:	Risk Register Annual Review
Author: [Name and Job title]	Lindsay Ferries, Director of Organisation Development
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	23 May 2019
Brief Summary of the paper:	Annual Update regarding the HR specific risk.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes If yes, please specify: See paper
Risk implications:	Yes If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	.

ITEM 5

Status – [Confidential/Non confidential]	Non - Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	x
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)	x	Its disclosure would constitute a breach of confidence actionable in court (S36)	
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Risk Register Annual Review

Inverness College UHI follow the standard UHI risk register template for identification and monitoring of key risks. At the SMT meeting on 14 February 2019, it was agreed that a condensed version of the register would be presented on a quarterly basis for review. This was presented to the March SMT meeting and the central full risk register has been updated accordingly.

While HR matters cut across many of the risk register points, the key risk for the committee to consider is the one associated with succession planning.

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.

Academic Management/ Schools Structure

Over the past year we have also implemented a number of workforce structural changes including a transformation of our academic middle management structure and moving our curriculum groupings into wider 'schools' structure. The appointment to the Depute posts is ongoing.

Retention and Recruitment to Specialist Roles.

Although recruitment to specialist roles is 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. We continue to compete for talent within a very small pool particularly for specialist leadership and corporate roles.

UHI STRATEGIC RISK REGISTER TEMPLATE

Inverness

TIMESCALE
3 Years

Ref ID	Risk Status	Category	Risk Description	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk		Actions to minimise risk in place	Residual Likelihood	Residual Impact	Residual Risk	
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Inverness/23	Active	Organisational	Disruption to services/projects and/or partnership working resulting from loss of a key staff member.	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.	Projects delayed due to loss of continuity, corporate knowledge gaps and disruption/loss of established relationships and contacts.	Director of Organisational Development	3-Possible	3-Significant	9		Workforce planning process adopted to anticipate future skill need, staff development funding aligned with strategic plan to support succession planning, in particular development of skill sets to support future curriculum developments, systematic recording of corporate procedures and corporate knowledge, systematic approach taken to development of supervisory skills and leadership and management to support succession planning.	3-Possible	2-Minor	6	
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Board of Management

Subject/Title:	National Bargaining
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	20 May 2019
Brief Summary of the paper:	To report on the latest developments in pay and conditions collective bargaining.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	NO		
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Board of Management

Subject/Title:	IIP Gold Review
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	23 May 2019
Brief Summary of the paper:	Staff Survey Report with Recommendations
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> compliance partnership services risk management strategic plan new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	All staff and HISA

Status – [Confidential/Non confidential]	Non Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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IIP Gold

Background

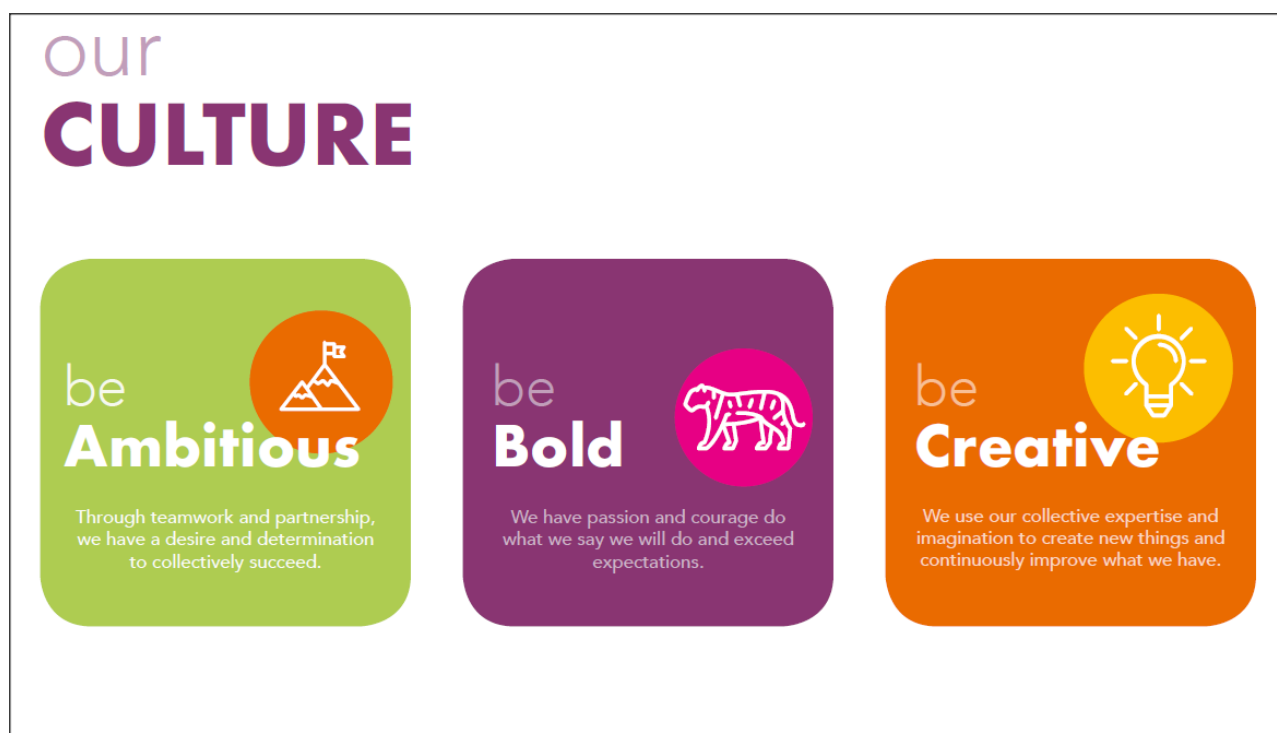
IIP Generation 6 Standards

The Organisation and Professional Development Strategy 2017 – 2020 sets the achievement of IIP Platinum as an objective to achieve. As referenced in the IIP Gold Progress report, the college had made application for assessment in light of IIP Gold Generation 5 Award and was awarded IIP Gold in December 2016. Furthermore we were successful in our reaccreditation in October 2017. Progression beyond IIP Gold to platinum status includes a mandatory all staff survey as part of the assessment criteria. IIP40 Questions are categorised under the following headings:

1. Leading and Inspiring People
2. Living the Organisations values and behaviours
3. Empowering and involving people
4. Managing performance
5. Rewarding and recognising high performance
6. Structuring work
7. Building capability
8. Delivering Continuous improvement
9. Creating sustainable success
10. Maturity levels (overarching statements)

IIP Gold Annual Review – Staff Survey

Through the LEAD development sessions we have collectively worked together to define the culture and values to ensure success going forward. Collectively we have developed an 'ABC' model underpinned by our values.



The Report

The attached is the resultant report for discussion:

Highlights include:

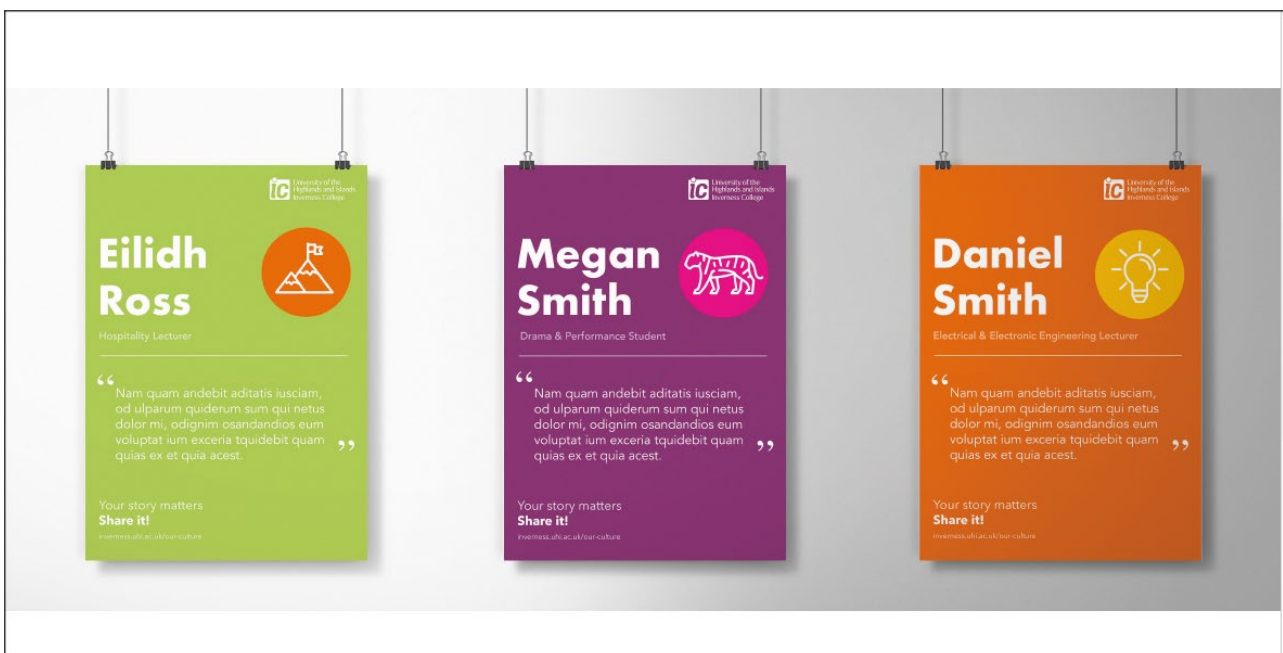
1. Close correlation with the median score in comparison to all IIP Gold employers who completed the survey.
2. Above average for quality and continuous improvement.
3. Strengths include; structure of work, continuous improvement, values
4. Areas for development; reward and recognition, senior management development.
5. Departmental variances in line with known areas of strength and improvements.

Reward and Recognition

The key recommendations:

- Further reinforcement of the ABC cultural values. This is an area of focus at the staff conference and builds into our collective thinking around reward and recognition.

A suggestions being for example



Further Feedback from Staff

Negotiations are ongoing regarding our IIP assessor undertaking further focussed discussions with a cross section of staff to consider further the results for their teams, once the staff conference is behind us.

A woman with blonde hair, wearing a black tank top and patterned shorts, is running in a gym. She is looking forward with a determined expression. The background shows gym equipment and other people. The entire image has a teal overlay.

Re:markable

Inverness College - UHI

Investors in People Update

Maria Baxter

February 14th 2019

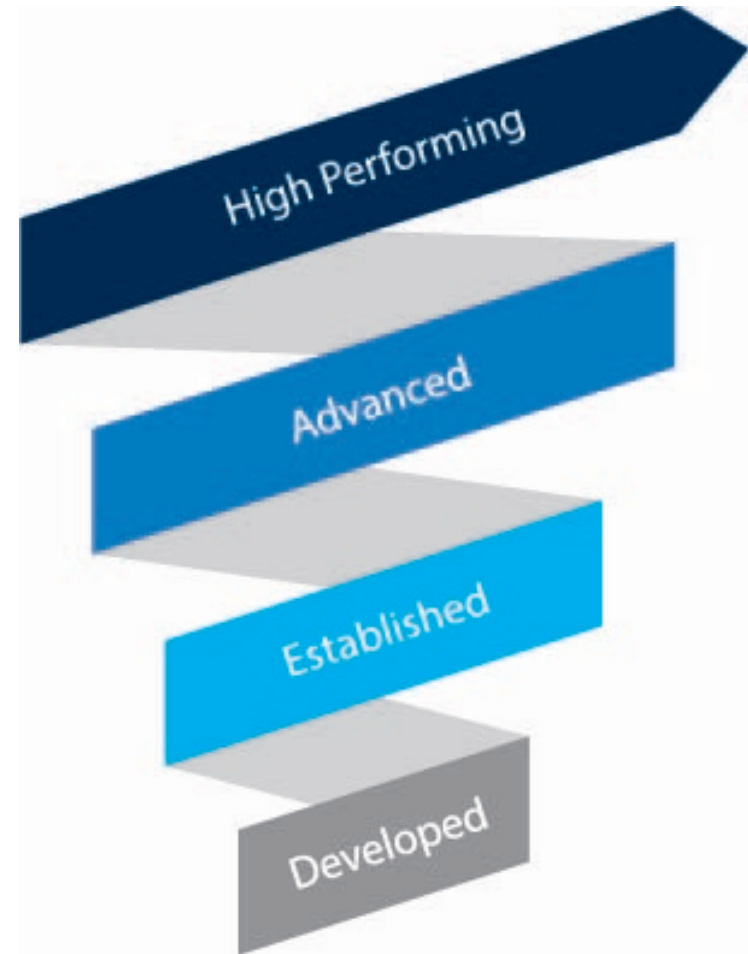


STAGE ONE Developed – The appropriate principles and practices are in place and communicated. People and leaders know what is expected of them.

STAGE TWO Established – People and leaders are actively engaged in ensuring the appropriateness and consistency of the principles and practices.

STAGE THREE Advanced – People and leaders actively drive positive outcomes, taking ownership of the principles and practices.

STAGE FOUR High Performing – The principles and practices are fully integrated with other business practices. People and leaders take accountability for delivering consistently positive results, always with an eye on improvement and the future.



Achieved:

- Year 1: December 2017 - Annual Review Visit
- Year 2: November 12th – 30th 2018 – IIP Survey

Next Steps:

Findings to be shared
Action Plan

- Year 3: December 2019 – three year cycle completes.

Indicator summary

		Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1										
Leading and inspiring people	▼	16.8%	30.0%	17.9%	16.0%	7.9%	7.6%	3.8%	4.9	-0.6
INDICATOR 2										
Living the organisation's values and behaviours	▼	20.5%	42.3%	17.4%	12.6%	4.0%	2.6%	0.6%	5.5	-0.4
INDICATOR 3										
Empowering and involving people	▼	23.1%	37.3%	19.1%	6.0%	6.6%	4.9%	3.0%	5.4	-0.4
INDICATOR 4										
Managing performance	▼	27.4%	36.9%	10.8%	10.0%	3.0%	8.4%	3.6%	5.4	-0.4
INDICATOR 5										
Recognising and rewarding high performance	▼	10.0%	24.5%	20.0%	18.8%	7.8%	11.4%	7.5%	4.5	-0.6
INDICATOR 6										
Structuring work	▼	27.1%	39.2%	17.7%	7.7%	4.4%	2.8%	1.1%	5.6	-0.2
INDICATOR 7										
Building capability	▼	19.6%	35.3%	18.6%	13.3%	6.3%	4.0%	3.0%	5.3	-0.2
INDICATOR 8										
Delivering continuous improvement	▼	22.8%	41.8%	19.1%	9.9%	2.4%	2.7%	1.1%	5.6	-0.0
INDICATOR 9										
Creating sustainable success	▼	20.9%	37.0%	21.8%	12.9%	3.9%	1.9%	1.5%	5.5	-0.3

Highs

Improving through internal and external sources <small>INDICATOR 8: Delivering continuous improvement</small>	31.8%	48.1%	11.9%	7.1%	0.0%	1.2%	0.0%	6	+0.1
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	27.6%	46.6%	14.2%	6.8%	3.6%	1.2%	0.0%	5.8	-0.0
Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	28.5%	41.5%	17.5%	10.4%	1.2%	0.9%	0.0%	5.8	-0.0
Designing roles <small>INDICATOR 6: Structuring work</small>	30.9%	34.7%	18.8%	7.7%	3.6%	2.8%	1.5%	5.7	-0.2
Making decisions <small>INDICATOR 3: Empowering and involving people</small>	25.5%	43.9%	16.6%	4.2%	5.6%	2.1%	2.1%	5.7	-0.3

Lows

Adopting a culture of recognition <small>INDICATOR 5: Recognising and rewarding high performance</small>	17.5%	30.0%	22.3%	11.0%	5.0%	8.3%	5.9%	5	-0.5
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	12.2%	30.0%	15.7%	20.5%	8.6%	6.2%	6.8%	4.7	-0.6
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	8.5%	24.8%	19.9%	20.3%	8.3%	11.3%	7.0%	4.4	-0.5
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	8.0%	19.0%	17.8%	27.0%	11.3%	11.6%	5.3%	4.3	-0.9
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	5.6%	18.4%	17.8%	23.7%	9.5%	14.8%	10.1%	4	-1.0

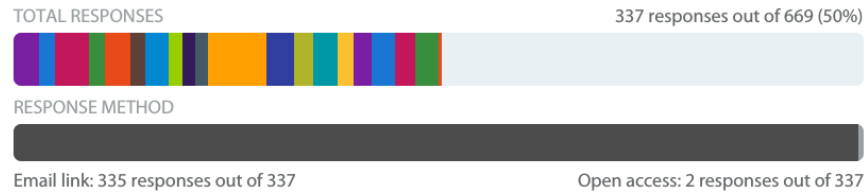
1	Student Services
2	Business and Computing
3	Business Solutions
4	Care Practice
5	Construction Craft
6	Cultural and Creative Industries
7	Early Years and Childcare Services
8	Education
9	Engineering and Building Technology
10	Engineering Craft
11	Corp Services, Org Dev & Finance
12	Front of House and Administration Services
13	Hairdressing, Beauty and Sport
14	Hospitality
15	Natural and Applied Science
16	SMT
17	Student Records & Quality
18	Research

Response by Team

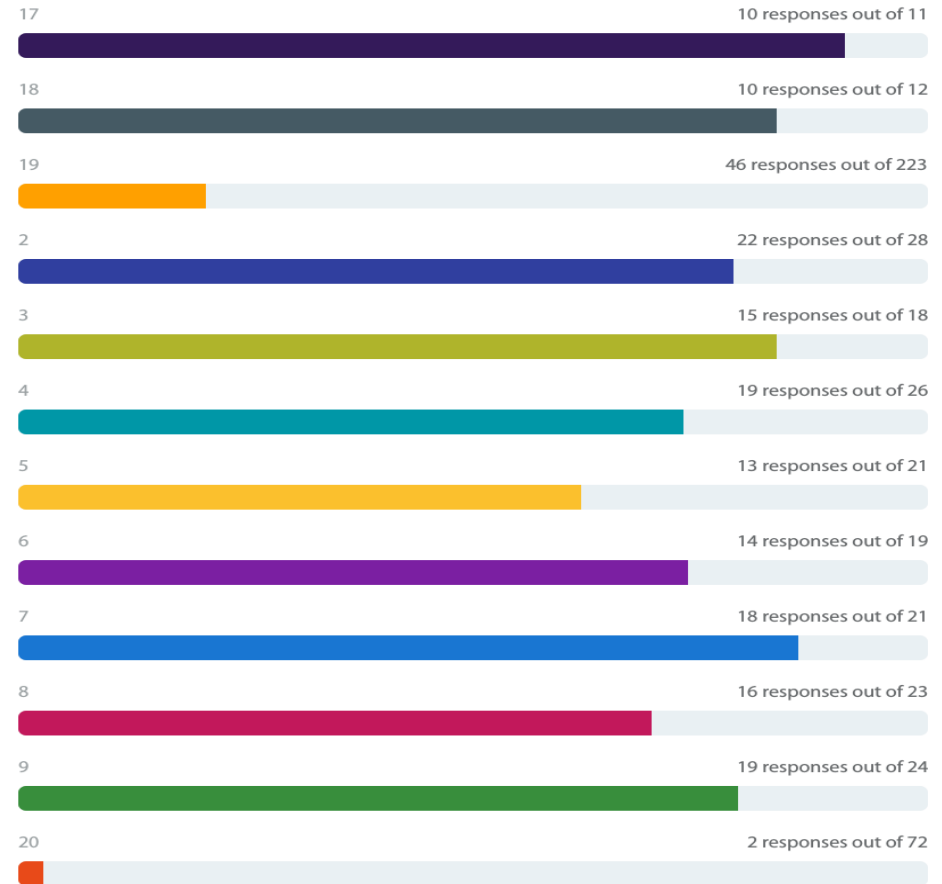
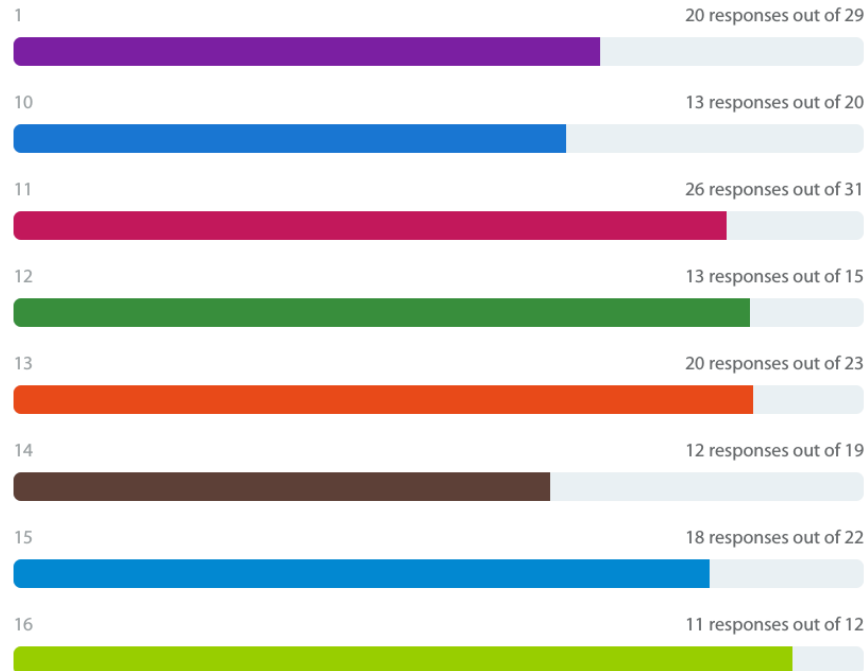
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Survey Response Rate

Overview



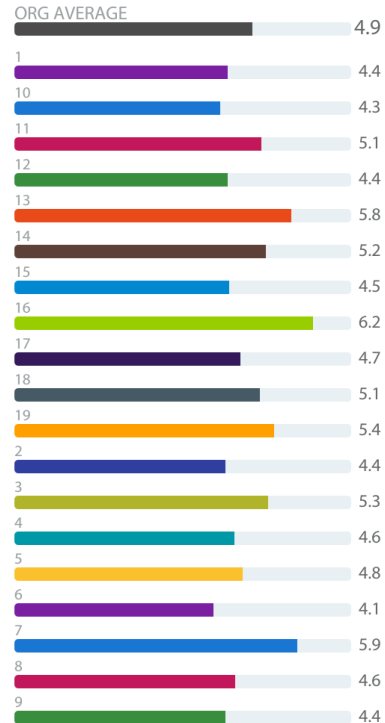
By Team



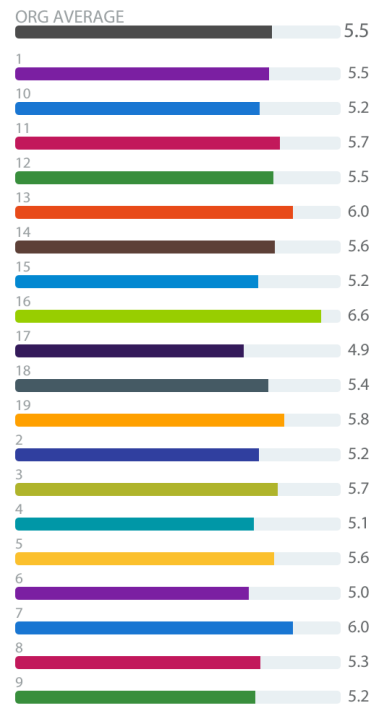
TEAM SCORES BY INDICATOR

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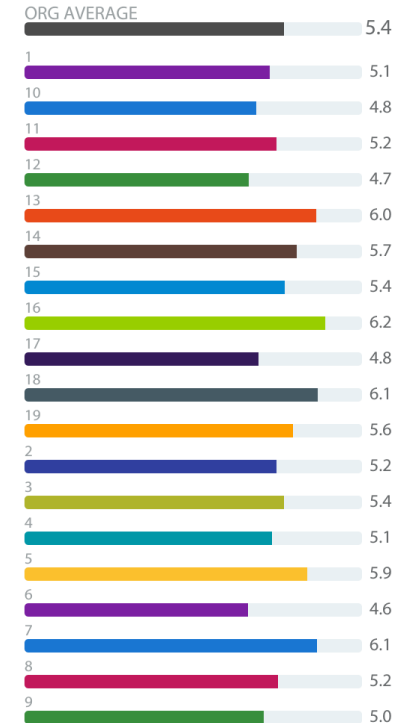
Indicator 1: Leading and inspiring people



Indicator 2: Living the organisation's values and behaviours



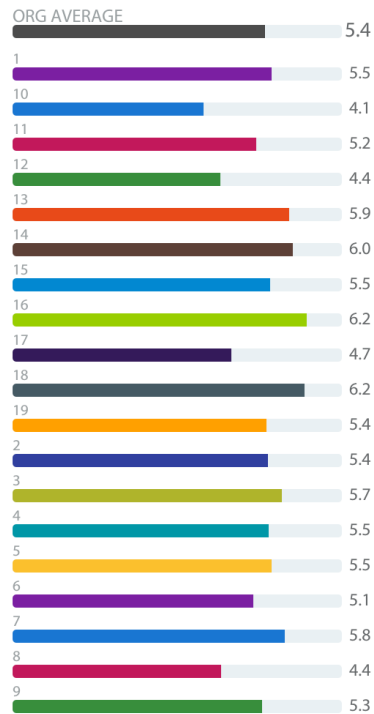
Indicator 3: Empowering and involving people



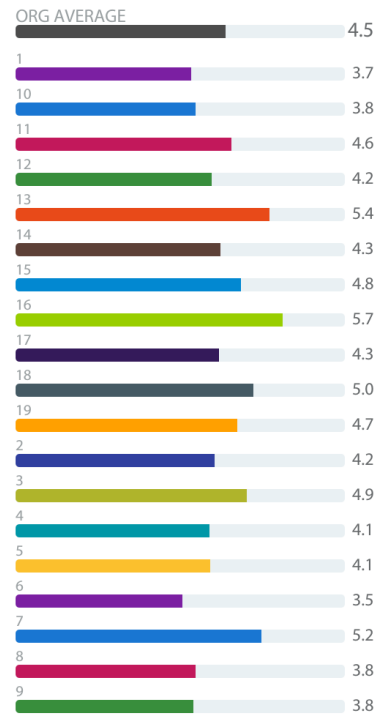
TEAM SCORES BY INDICATOR

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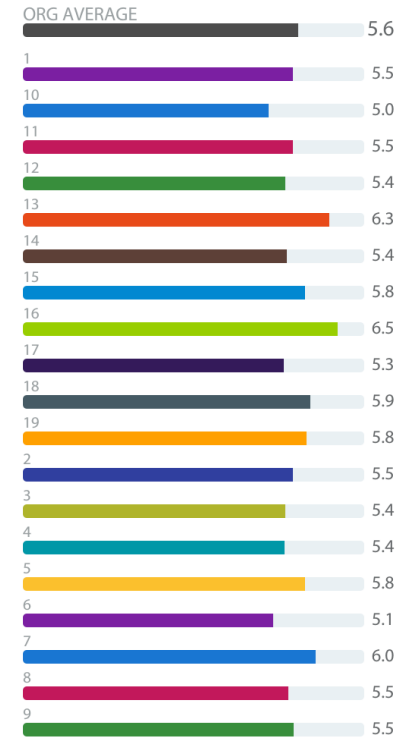
Indicator 4: Managing performance



Indicator 5: Recognising and rewarding high performance



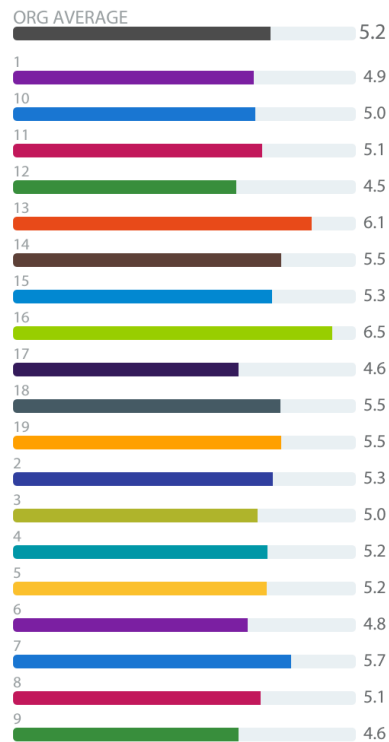
Indicator 6: Structuring work



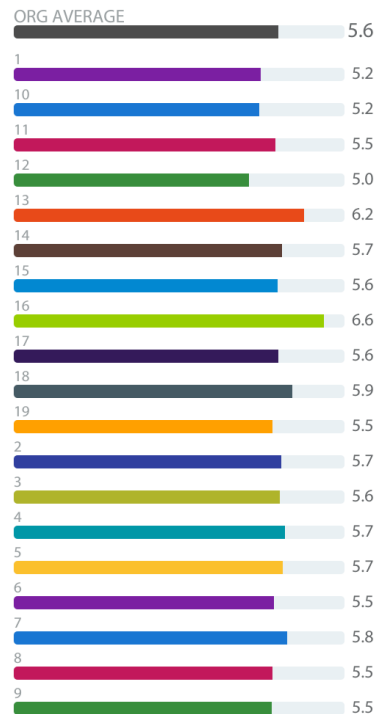
TEAM SCORES BY INDICATOR

Re:markable

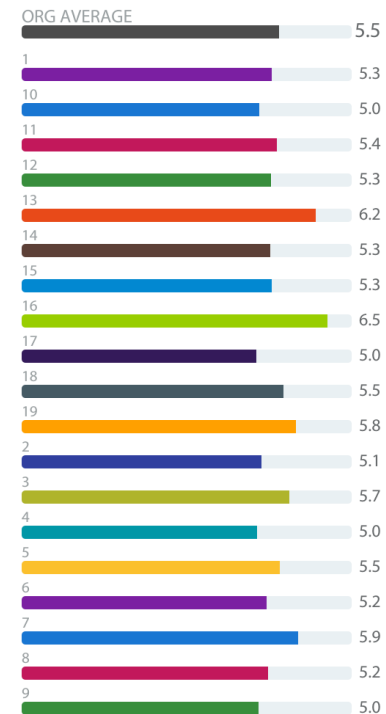
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



Board of Management

Subject/Title:	External Support
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	23 May 2019
Brief Summary of the paper:	This report notes the current position regarding HR External Support Contracts
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Enhancing Performance
Resource implications:	No If yes, please specify:
Risk implications:	Yes If yes, please specify: Operational: staff utilisation and productivity Organisational:Reputational
Equality and Diversity implications:	Yes If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	SMT

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*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)	x	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

An implementation meeting has progressed and along with regular review meetings.

Employee Assistance Programme (AXA)

This is a legacy contract which has been rolling since 2011 and not related to any framework.

There have been cases where professional counselling support has been referred and this has progressed effectively through our occupational health provision.

The AXA PPP counselling line has also been helpful as a mechanism to provide support while an appointment for specialist counselling support is confirmed.

While some staff have accessed specialist mental health support through their GP, more often the college has been able to access through OHS, for example CBT support somewhat quicker.

From a procurement point of view, the spend over 4 year period is low at around £5000 and GDPR has been cleared with DPO. A cursory check on the pricing given by AXA seems to be competitive in comparison to the pricing on framework SEC1003 AP, People Asset Management sole supplier.

A review of this contract will be undertaken in the next academic year.

Legal Services Contract

IC UHI had a local agreement in place with Harper Macleod which has rolled on annually. Due to the contract value, the college had a regulatory requirement to either complete an open tender exercise or use a national framework.

The National Framework provided an opportunity to direct award to the ranked 1 supplier; Anderson Strathearn and a contract was awarded in April 2019

On a like for like basis with reference to the billing hours in the last financial year the new contract should deliver £3465 per annum of savings.

In addition, there are several Value added benefits that the supplier offers free of charge. These include a free phone service, board governance training, mock tribunals etc. These have been agreed with the supplier.

Legacy casework with Harper Macleod is now complete.

Status – [Confidential/Non confidential]	Non Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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Policy Review Timetable

September HR Committee for Board Approval October 2019

Dignity in the Workplace
Leaving Inverness College
Performance Improvement
Promoting Attendance
Staff Grievance
Time of in Lieu

November HR Committee for Board Approval December 2019

Code of Conduct
Relocation and Removal
Staff Recruitment and Selection
Staff Code of Conduct
Maternity and Parenting Leave
Staff Disciplinary

Board of Management

Subject/Title:	Human Resources Committee and Chair Evaluation
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	20 May 2019
Brief Summary of the paper:	Annual HR committee and committee chair evaluation exercises
Action requested: [Approval, recommendation, discussion, noting]	<p>The Committee is asked to collectively complete the committee self-evaluation exercise.</p> <p>The Chair will leave the room and the members will complete the committee chair evaluation exercise.</p>
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Compliance with Code of Good Governance for Scotland's Colleges.
Resource implications:	Cost of Internal Audit services
Risk implications:	Yes/No Operational: to ensure that the internal audit function is appropriate and effective
Equality and Diversity implications:	N/A
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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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.)			

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Human Resources Committee Evaluation (to be completed by the HR committee collectively).

Date:

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?				
Does the Committee consistently have a quorum?				
Do all Committee members attend meetings regularly?				
Does the Committee have enough members?				
Does at least one of the Committee members have a background relevant to the remit of the Committee?				
Have new Committee members received all necessary training?				
Does the Committee report regularly to the Board?				

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?				
Do the terms of reference include all aspects of the Committee's role?				
Does the membership of the Committee need to be changed?				
Are the terms of reference adopted by the full Board and reviewed annually?				

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?				

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?				
Does the Committee regularly review relevant strategic plans?				
Does the Committee consider the level of detail and information it receives appropriate?				
Are appropriate internal performance measures monitored by the Committee?				
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?				

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?				
Are Committee papers distributed in sufficient time for members to give them due consideration?				
Are Committee meetings scheduled prior to important decisions on specific matters being made?				
Is the timing of Committee meetings discussed with all involved?				

Evaluation of Human Resources Committee Chair

Chair being evaluated:STEVE WALSH.....

Circle to indicate
← Tendency →

Keeps members on topic and to the agenda	1 2 3 4 5 6	Tends to criticise the ideas and values of members
Summarises discussions and decisions impartially and confirms action points	1 2 3 4 5 6	Tends to force ideas on to the group
Spots likely problems early and states them in a constructive way	1 2 3 4 5 6	Makes decisions without consulting the group or despite the group's views
Suggests solutions	1 2 3 4 5 6	Leaves decisions 'hanging'
Ensures adequate time is given to the different areas of the agenda	1 2 3 4 5 6	Talks too much and gets too involved
Facilitates the expression of all views and opinions	1 2 3 4 5 6	Allows individuals to dominate discussion
Communicates information to Board members	1 2 3 4 5 6	Fails to inform Board members of important information
Supports individual Board members	1 2 3 4 5 6	Is too distant or directing

Comments

Completed by Human Resources Committee

Date:.....

Joint Consultative Committee

12th February 2019
1600
Room 220

Present	Chris O'Neil (Chair), Lindsay Ferries, Andrew Chatterton & Claudia Moir (EIS), David MacLennan (Unison)
Apologies	Lesley Cole (GMB)
In Attendance	Shona MacDonald (Minute)
Status of Minutes	Approved

Action Points

Action No	Action	Responsibility & Timescale
1	Review HR processes in relation to acknowledgements and requests for additional information. Changes around HR were discussed including HR system network procurement and HR Business Partners. LF to circulate HR BP Job Descriptions	Lindsay Ferries 02-Apr-19
	To discuss using a day from the summer holidays for a long weekend in February with Gill Berkeley	Lindsay Ferries Closed – on agenda
	Specify the 62 academic holiday dates	Lindsay Ferries Closed – on agenda
2	Provide Chris O'Neil with details of any issues with Celcat from the Easter Monday 2018/19.	Lesley Cole 02-Apr-19
	Review the job descriptions for the new "Heads of" and "Depute Heads of" posts.	Lindsay Ferries Closed

1. WELCOME AND APOLOGIES

The Chair welcomed those present to the meeting.

2. MINUTES OF PREVIOUS MEETING 11th DECEMBER 2018

The minutes were reviewed and agreed.

3. COLLECTIVE BARGAINING UPDATE

Lindsay Ferries provided a verbal update. A second day of action took place on 6th February and there were no concerns raised by the "management side".

The EIS representatives advised that a grievance had been raised by a student. The student claimed that they had distracted by a group standing at roundabout and felt that this was unsafe.

The Quality Team suggested that the student met with an EIS representatives. Lindsay Ferries suggested that the EIS representative invite the Health & Safety Manager to the meeting.

The EIS representatives advised there was some discussion of the “blurring of cost of living and harmonisation”. EIS representatives advised that the management side had made some discrepancies in the accounting calculations and level of affordability.

4. STRATEGIC DIALOGUE UPDATE

Chris O’Neil provided a verbal update. The Programme Board (PB) had met for a session which included a dinner and full day event. There were now 4 working groups and Chris O’Neil was a member of the student experience:-

- Governance
- Employability
- Finance
- Student experience

The groups had been asked to make recommendations to the PB between April and June 2019. These would then be agreed by the PB and shared with the partnership.

There was discussion of the approach for the student group and Chris O’Neil advised that there were 4 work streams and that the group were working with HISA.

5. ACADEMIC CALENDAR 2019/20

Lindsay Ferries presented the proposed academic calendar for 2019/20 for approval.

Lindsay Ferries advised that 62 days had been pro-rated and the process was equalised. Guidance would be supplied to Programme Development Managers (PDM) to ensure this was implemented correctly.

The EIS representatives advised that they would discuss the calendar at their next meeting.

6. SUPPORT STAFF NJNC AGREEMENT

Lindsay Ferries, Lesley Cole and David MacLennan had held a pre-meeting in order to discuss this agreement. It has been agreed that an additional closure date would be added on the 12th of April. It was noted that the Early Learning and Childcare Centre (ELCC) would remain open.

An agreement had been made in relation to First Aid provision and Mental Health. IC UHI would provide a monthly provision instead of annually. Mental Health First Aid would be reflected in the agreement and policy and the relevant staff would sign this. It is an enhancement as well as a requirement for the IC UHI.

There were some minor amendments to be made and unions to be signed off. A monthly meeting of first aiders would now take place.

Lindsay Ferries expressed her thank to David MacLennan and Lesley Cole for their work on this.

7. DATE AND TIME OF THE NEXT MEETING

The date of the next meeting 2nd April at 1600.

Signed by the Chair: _____

Date: _____

Joint Consultative Committee

16th April 2019
1600
Room 220

Present	Chris O'Neil (Chair), Lindsay Ferries, Andrew Chatterton & Claudia Moir (EIS), David MacLennan (Unison) Lesley Cole (GMB) Lindsay Snodgrass – items 1-3
Apologies	
In Attendance	Shona MacDonald (Minute)
Status of Minutes	Draft

Action Points

Action No	Action	Responsibility & Timescale
1	Review HR processes in relation to acknowledgements and requests for additional information. Changes around HR were discussed including HR system network procurement and HR Business Partners. LF to circulate HR BP Job Descriptions	Awaiting EIS to advise
	Provide Chris O'Neil with details of any issues with Celcat from the Easter Monday 2018/19.	Closed
2	Raise review of calculation of annual leave	Lindsay Ferries

1. WELCOME AND APOLOGIES

The Chair welcomed those present to the meeting.

Lindsay Ferries acknowledge the work undertaken in relation to the First Aid contracts and the monthly provision and thanked all parties.

2. MINUTES OF PREVIOUS MEETING 12th FEBRUARY 2019

The minutes were reviewed and some changes were to be made prior to publishing.

3. COLLECTIVE BARGAINING UPDATE

Lindsay Ferries provided a verbal update. She confirmed that the Employers Association had been advised of further industrial action including:

1. Work to rule and resulting
2. 2 further strike days in May 2019, namely 8th, 15th and 16th

There was some discussion of student interviews on the strike days and how best to reschedule these with least impact for the students.

It was agreed that interviewing out with core hours would be rescheduled to avoid disruption.

Management raised serious concerns around the “non-entering” of results and the impact this would have on students.

There was a proposal to provide results at progression boards as an alternative to input the results in the system alongside providing further administration for the input process.

Lindsay Ferries requested clarity on the EIS position in relation to work to rule. EIS advised that they would share an EIS FAQs with the JCC.

Lindsay Snodgrass left the meeting.

4. STRATEGIC DIALOGUE UPDATE

Chris O'Neil provided a verbal update. A further meeting of the Programme Board would take place on the on the 17th of April. A staff questionnaire from the staff working group was sent to all UHI staff on the 16th April.

5. SUPPORT STAFF ANNUAL LEAVE ENTITLEMENT (CONTRACTS)

Lesley Cole advised that a member of FOH and Estates on 2 different contracts had lost a days annual leave when her contract was changed over to one area only. Lindsay Ferries advised that this should be taken up with the HR team.

ACTION: Lindsay Ferries to raise review of calculation of annual leave.

6. COLLEGE CALENDAR 2019/20

Lesley Cole asked for the locus of the JCC to approve the calendar as a further change was made to the start date for FE. Lindsay Ferries confirmed that the JCC was the point of agreement for the calendar while the holidays dates were of partners focus.

7. FIRST AIDERS

David MacLennan advised a number of the First Aiders had raised concerns over the Mental Health enhancement within the role. Lindsay Ferries advised that she would arrange to meet with the First Aiders with Richie Hart to discuss concerns.

ACTION: Lindsay Ferries and Richie Hart to meet with the First Aiders to discuss concerns around the Mental Health enhancement

8. ESTATES OFFICERS

David MacLennan raised the issues around Estates Officers and sift allowance. Lindsay Ferries advised that she was aware the that college was moving to a rota which had 2 late nights and removing the Saturday openings. The Human Resources team were working to make arrangements and thereafter a tidy up of the payment would be made. Lindsay Ferries advised that she would be happy to meet with staff to address any concerns.

David MacLennan & Lesley Cole left the meeting

9. BALANCE OF HARMONISATION

The EIS representatives asked for assurance that the balance of harmonisation payment for the new lecturer pay scale would be included in the April salaries. Lindsay Ferries assured the EIS Representatives that this was what the payroll team were working towards.

10. DEPUTE HEADS RATIONALISATION

The EIS representatives asked to discuss the “Depute Heads of School”. They asked for clarity in relation to the approach, the interviewing process, the affordability and the investment being put in place.

Lindsay Ferries assured the representatives that the roles were required and that the recruitment was about empowering staff, ensuring all staff could work within the context of their role and to maximise sustainability.

11. TRANSFERS TO PERMANANCY

Lindsay Ferries advised that the HR team were working through the list of temporary contracted staff. There were approx. 3 posts which still required to be checked. It was expected that all data would be in place by the 26th of April and EIS would receive updates from the HR team.

12. DATE AND TIME OF THE NEXT MEETING

The date of the next meeting 21st of May at 1600.

Signed by the Chair: _____

Date: _____

Board of Management

Subject/Title:	Half Yearly Employment Law Update
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	26 June 2019
Date Paper prepared:	23 May 2019
Brief Summary of the paper:	This paper sets out a summary of the key employment law developments over the last 6 months and any actions/implications on the college.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Compliance Risk Management
Resource implications:	No If yes, please specify:
Risk implications:	Yes If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

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.			
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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.)			

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Half Yearly Employment Law Update

Topic	Impact / Key policy/Procedure	Progress
<p>Employment Status</p> <p>The last 6 months has seen a considerable amount of activity around the GIG economy and the status of employees, workers and self employed. 'worker by default' and therefore qualification for occupational sickness and holiday entitlement is being considered in a draft bill designed to tackle the perceived exploitation of gig economy workers. The draft bill is wide ranging and also considers guaranteed rights after longer breaks in service beyond 1 week and clearer statutory definitions of status to help alleviate the pressure on employment tribunals. The variability of outcomes of these cases can be seen with the recent Uber and Deliveroo judgements.</p> <p>The NJNC in advance in anticipation of any change in legislation have agreed a 2 year reference period for transfer to permanency for teaching staff effective for those non-permanent lecturers who have 2 years continuous service by 1 April 2019. Refer to circular 01/18 and further circular 04/2018</p> <p>Furthermore a technical implementation briefing note has been issued for support staff in light of the April 2018 to 31 August 2020 pay and conditions deal which further sets out parameters for support staff permanency arrangements.</p>	<p>HMRC considerations and on-costs for interim consultants.</p> <p>Variable/supply contracts and employment status</p>	<p>.</p> <p>HMRC review of all interim consultants complete.</p> <p>All new interims and consultant contracts for service to complete HMRC on-line questionnaire.</p> <p>Analysis of staff utilisation on supply contracts and patterns of service complete a total of 8 fte transferred to permanent status.</p> <p>Review of supply contract once further information on the outcome of consultation on the draft bill is complete.</p> <p>Refer to NJNC 01/18, 04/2018 and transfer to permanency.</p> <p>Refer to NJNC STS 05/18</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. Last year legislation was passed to make this mandatory for all employers with more than 250 employees. The deadline for publication was the 4 April 2019.</p> <p>Headline Results showed.</p>	<p>Review calculations and presentation in line with the guidance - complete</p> <p>Include in Annual Gender Equality Action Plan Reporting Cycle-complete.</p>	<p>Information published on government website as at 4 April 2019.</p> <p>Access through following link:</p> <p>https://gender-pay-gap.service.gov.uk/view/employer-details?e=9gFJDrf2qh</p>

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<p>8.8 % pay gap in favour of men which is the same as last year. However, the distribution in each pay quartile shows that women make up more than 50 per cent of all staff in each of the four pay quartiles. This has increased from 58.9 per cent in the top quartile to 64.71 percent in 2017/2018. Conversely the bottom quartile has increased from 76.6 percent to 78.81 per cent in 2017/18.</p> <p>Bottom quartile of the lowest paid are predominantly women and top quartile highest paid is in favour off women.</p>		bin8288rUbxg%21%21
<p>National Living Wage/ National Pay and Conditions</p> <p>As a result of the collective pay agreement in 18/19 and in line with our contractors' confirmation of 2022 target for application of the living wage, the college made application and joined a number of colleges in Scotland by achieving Living Wage Foundation accreditation.</p>		<p>Formal accreditation as a living wage employer achieved on 31 October 2018.</p>
<p>Removal of Employment Tribunal Fees for Claimants</p> <p>As a result of a case brought by UNISON, the Supreme Court this year ruled that the practice since July 2013 of applying employment tribunal fees to claimants was unlawful as it was argued it denied access to justice for claimants.</p>		
<p>Public Sector Exit Payments (limitation) Bill 2017 - 2019</p> <p>Draft Public Sector Exit Payments Bill is due for its second reading debate in parliament on Friday 23 November 2018. The bill proposes 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</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>

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<p>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>Trade Union Act 2016</p> <p>Specific and detailed arrangements for balloting, pickets and notification of intended industrial action. Introduction of certification officer and requirements for publication of facilities time and provision for charging trade unions for the costs of deduction of subscriptions from payroll.</p> <p>Facilities time now presented in annual accounts statements.</p> <p>Formal statutory ballots must now have a minimum of 50% turnout. For important public services including education 40% of those entitled to vote alongside the 50% threshold. This means that if 100 workers are eligible to vote, at least 50 have to vote at least 40 of the 50 have to vote in favour. This is a much higher threshold than previously. It is likely therefore that indicative ballots in advance of statutory ballots will become more prevalent.</p>		<p>In anticipation of further industrial action ensure readiness with points of compliance with legislation at individual employer level.</p>