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| Meeting | Human Resources Committee |
| Date and time | Wednesday 30 May 2018 at 8.30 a.m. |
| Location | Boardroom, 1 Inverness Campus |

Board Secretary
25 May 2018

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

1. **MINUTES**
Meeting of the Human Resources Committee held on 1 March 2018
2. **OUTSTANDING ACTIONS**
Action List

ITEMS FOR DISCUSSION

3. **HUMAN RESOURCES – QUARTER 3 REPORT 2017/18**
Report by Director of Organisational Development
 4. **RISK REGISTER ANNUAL REVIEW**
Report by Director of Organisational Development
 5. **NATIONAL BARGAINING**
Report by Director of Organisational Development
 6. **STRATEGIC DIALOGUE**
Report by Director of Organisational Development
 7. **COMMITTEE EVALUATION**
Report by Board Secretary
-

ITEMS FOR NOTING

8. **STAFF DEVELOPMENT**
Report by Director of Organisational Development

- 9. EMPLOYEE RELATIONS**
 - a. Minutes of the Meeting of the JCC held on 26 February 2018
 - b. Minutes of the Meeting of the JCC held on 8 May 2018
- 10. HALF YEARLY EMPLOYMENT LAW UPDATE**
Report by Director of Organisational Development
- 11. AOCB**
- 12. DATE OF NEXT MEETING – 20 SEPTEMBER 2018 @ 8.30 A.M.**

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.

Board of Management

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held in the Boardroom, 1 Inverness Campus on Thursday 1 March 2018

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

The Chair declared an interest in item 7, External Support – Occupational Health and Carron McDiarmid declared an interest, through a family member, in item 3, Equality Outcomes Annual Report.

1. MINUTES

The Minutes of the Meeting of the Human Resources Committee held on 30 November 2017 were, subject to a small amendment being made, **AGREED** as a correct record and were **APPROVED** and signed.

2. OUTSTANDING ACTIONS

The Committee considered each of the outstanding actions. The Director of Organisational Development proposed that rather than provide harassment and bullying data at each meeting, she include this information in an annual report

The Committee **ACCEPTED** this proposal and **AGREED** that the other two outstanding actions had been completed and could therefore be signed off.

3. EQUALITY OUTCOMES ANNUAL REPORT – APRIL 2018

The Director of Organisational Development spoke to her covering report and the draft equality outcomes annual report, and explained that she was still collating employment and governance data which would be included in the final report.

The Committee discussed the report at length and a number of observations were made:-

- the number of students from ethnic minorities remained low although this was not reflected in staff numbers
- it would be helpful to get a sense check of the final report to ensure that all acronyms were understood
- the success rate for care experienced students had decreased from the previous year
- an assurance was sought that the targets set across a number of areas were achievable so as not to discourage or demoralise staff if they were not met.
- the improvement in student retention rates was welcomed

The Committee **AGREED** that the final report, which would include all outstanding information, would come back to the next meeting of the committee for consideration and progress to the Board of Management meeting on 19 June for final approval. The Director of Organisational Development confirmed that she would inform the Equalities and Human Rights Commission that there would be a delay to the submission and publication of the report.

4. **IIP GOLD REVIEW**

A report by the Director of Organisational Development referred to the IIP Gold annual review which had been carried out in December 2017 and which had focused on performance indicators, performance management and excellence. The key points of feedback from the annual review were as follows:-

- Re-engagement with the professional development review process
- Re-engage with LEAD cross college projects
- The use of working groups/continuous improvement groups

The Committee acknowledged that some of the processes had to be fully embedded across all areas of the college, that behaviours had to be challenged/developed or awarded and that staff pride was felt by students and led to a cycle of continuous improvement

It was suggested that other partners needed to engage with the IIP process and that it would be appropriate for the Vice Chancellor to promote this across UHI post integration.

The Committee **WELCOMED** the positive report

5. **HUMAN RESOURCES – QUARTER 1 & 2 REPORTS 2017/18**

Reports by the Director of Organisational Development provided qualitative analysis of key HR measures surrounding turnover and absence for the first two quarters of 2017-18. The following key points were noted

- High absence figures, particularly in quarter 2
- Permanent teaching numbers had stabilised. The overall increase in temporary fte is due to a number of factors: year on year growth in HE activity, year on year realisation of FE target, development of HE programmes (releasing core staff to undertake development activity).

During discussion, members asked a number of questions and the following actions were **AGREED**

1. A report would be presented to the next meeting on the collaborative work on a Healthy University Strategy aimed at tackling mental health and improving wellbeing.
2. The Director of Organisational Development would consider the suggestion around an award for long service and report to the next meeting of the committee.

6. NATIONAL BARGAINING (Confidential)

A report by the Director of Organisational Development provided an update on the following issues:-

- 2017/18 Pay Claim Dispute
- Lecturer Core Terms and Conditions
- 2018/19 Pay Claim
- EIS Proposals for Promoted Staff Beyond Level 3
- Management of Organisational Change
- Transfer to Permanent Status
- Update on City of Glasgow Employment Tribunal – Jim O'Donovan & Others v City of Glasgow College

The Committee **NOTED** the position

7. EXTERNAL SUPPORT – OCCUPATIONAL HEALTH (Confidential)

Further to the discussion on the performance of the performance of the College Occupational Health Contract at the last meeting a number of measures had been put in place and a report by the Director of Organisational Development set out the current position.

Improvements had been evidenced across a number of areas and the College was closely monitoring these.

The Committee were pleased to **NOTE** the improved position and recorded their thanks to the Trainee Human Resources Manager for her efforts in liaising with and negotiating these improvements with the provider.

The Committee agreed that a standing agenda item be included in the future on Strategic Dialogue

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

8. EMPLOYEE RELATIONS

Minutes of Meetings of the Joint Consultative Committee

- a. 14 November 2017
- b. 16 January 2018

9. DATE OF NEXT MEETING

Thursday 31 May 2018 at 8.30 a.m.

Signed by the Chair: _____

Date: _____

Actions from Human Resources Committee

| 1 March 2018 | | | | |
|--------------------------------|---|---------------------|---------------------|----------|
| Item | Action | Responsibility | Time line | Actioned |
| Equality Actions Annual report | Final report to next meeting. Inform Equalities and Human Rights Commission on the delay to the submission and publication | Director of Org Dev | 31 May 2018 ASAP | |
| HR Q 1 & 2 Reports | Report on the collaborative work on a healthy university strategy to next meeting | Dir of Org Dev | 31 May 2018 | |
| | Consideration of suggestion of an award for long services – report to next meeting | Dir of Org Dev | 31 May 2018 | |
| Strategic Dialogue | New standing item | Dir of Org Dev | 31 May 2018 | |

Board of Management

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| Subject/Title: | Human Resources Report Quarter 3 2017-18 |
| Author: [Name and Job title] | Lindsay Ferries, Director of Organisational Development |
| Meeting: | Human Resources Committee |
| Meeting Date: | 31 May 2018 |
| Date Paper prepared: | 22 May 2018 |
| 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 |

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|---|------------------|--|--|
| 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 Report Quarter 3 2017-18

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 2017/18 was 1.8%, a decrease from the previous quarter (2.1% in Q2 2017/18 and a decrease from Q3 2016/17 (2.10%).

Staff turnover for core staff only (excluding fixed term contracts) in Q3 2017/18 was 1.8%, a slight increase from the previous quarter (1.5% in Q2 2017/18) and similar to that from Q3 2016/17 (1.5%).

2. Headcount and FTE

In Q3 2017/18, Average Headcount was 390 of which 333 are permanent employees and 57 are fixed term contracts.

Q3 2017/18 average FTE is 327, 288fte permanent and 39fte fixed term.

Summary of teaching staff FTE and contract type in in Q3 2017/18 compared with previous quarter and previous years:

| Average FTE | Q2 2017/18 | Q3 2017/18 | Q3 2016/17 | Q3 2015/16 |
|---------------------------|------------|------------|------------|------------|
| Permanent Teaching Staff | 130.6 | 132.0 | 128.8 | 128.1 |
| Fixed Term Teaching Staff | 12.8 | 11.70 | 17.0 | 9.2 |
| Supply | 7.9 | 10.05 | 7.6 | 8.5 |
| Total | 151.3 | 153.75 | 153.4 | 145.8 |

Permanent teaching numbers have stabilised.

The overall increase in temporary fte is due to a number of factors:

1. Year on year growth in HE activity
2. Year on year realisation of FE target
3. Development of HE programmes (releasing core staff to undertake development activity)

We anticipate the resource review this year to firm up on the new HE programmes that have sustainable student numbers and where the college has established programme leadership.

3. Leavers

There were 7 leavers in Q3 2017/18, 6 resignations and 1 retirement.

| | No. of Leavers | Total FTE | Reason for leaving |
|---|-----------------------|------------------|---------------------------|
| Support staff permanent position | 2 | 2.00 | 2 Resignations |
| Support staff fixed term position | 1 | 0.20 | 1 Resignation |
| Support term time only permanent position | 2 | 1.77 | 2 Resignations |
| Teaching management permanent position | 1 | 1.00 | 1 Resignation |
| Teaching staff permanent position | 1 | 0.80 | 1 Retirement |
| Total | 7 | 5.77 | |

Analysis of destination of leavers will be circulated at the meeting.

4. Starters

There were 9 starters in Q3 2017/18.

| | No. of Starters | Total FTE |
|--|------------------------|------------------|
| Support staff permanent position | 2 | 2.00 |
| Support staff fixed term position | 4 | 4.00 |
| Support term time only permanent position | 1 | 0.46 |
| Support term time only fixed term position | 2 | 1.44 |
| Total | 9 | 7.90 |

Of the 2 support staff permanent contracts appointed, 1 was a direct backfill for a leaver: Estates and Campus Services Officer and the other as a result of newly created self-sustainable role: Research Assistant – Freshwater Fisheries.

The 4 support staff fixed term contracts appointed were:

- Food and Beverage Supervisor as a direct backfill for maternity leave
- Information Systems Specialist as an interim backfill for a leaver: MIS Manager
- Princes Trust Team Leader – a newly created role
- Princes Trust Assistant Team Leader – a newly created role

One support staff term time only permanent contract was appointed: Childcare Practitioner.

Two support staff term time only fixed term contracts were appointed: Kitchen Porter and College Support Administrator, both as direct backfills for internal secondments.

5. Transfers, secondments and flexible working requests

In Quarter 3 2017/18 there were no transfer or secondments. There were three flexible working requests submitted within Quarter 3 2017/18:

- one female permanent support staff (approved)
- two female permanent lecturers (approved subject to backfill)

6. Absence

Sickness absence in Q3 totalled 858.5 days, equivalent to 3.5%.

This is a decrease from Q2 2017/18 (4.8%) and lower than previous years Q3:

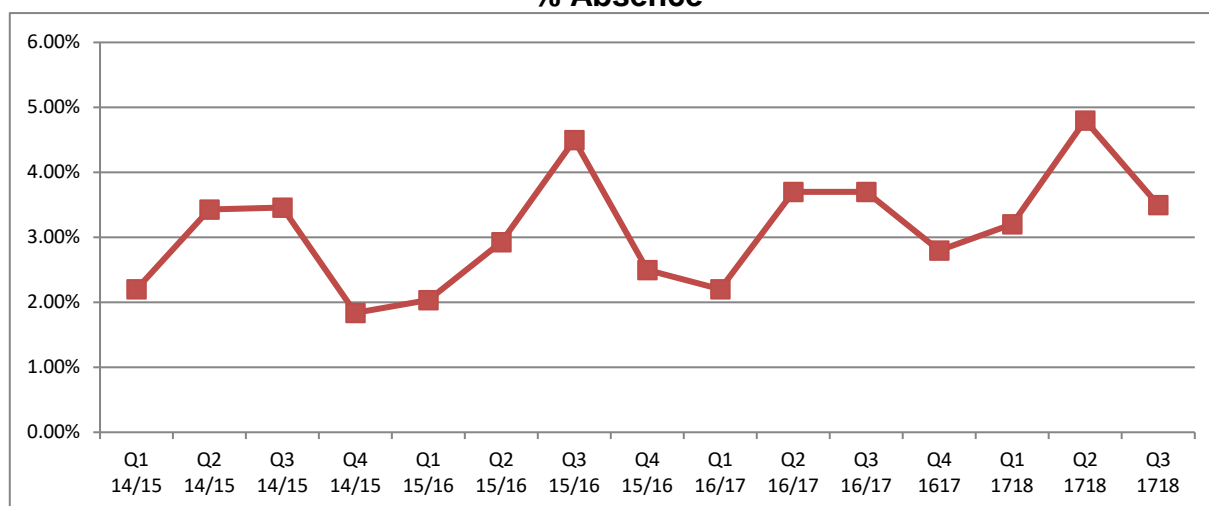
| | |
|------------|-------|
| Q3 2016/17 | 3.70% |
| Q3 2015/16 | 4.50% |
| Q3 2014/15 | 3.46% |

This decrease in days lost in Q3 is primarily associated with absence due to the following reasons:

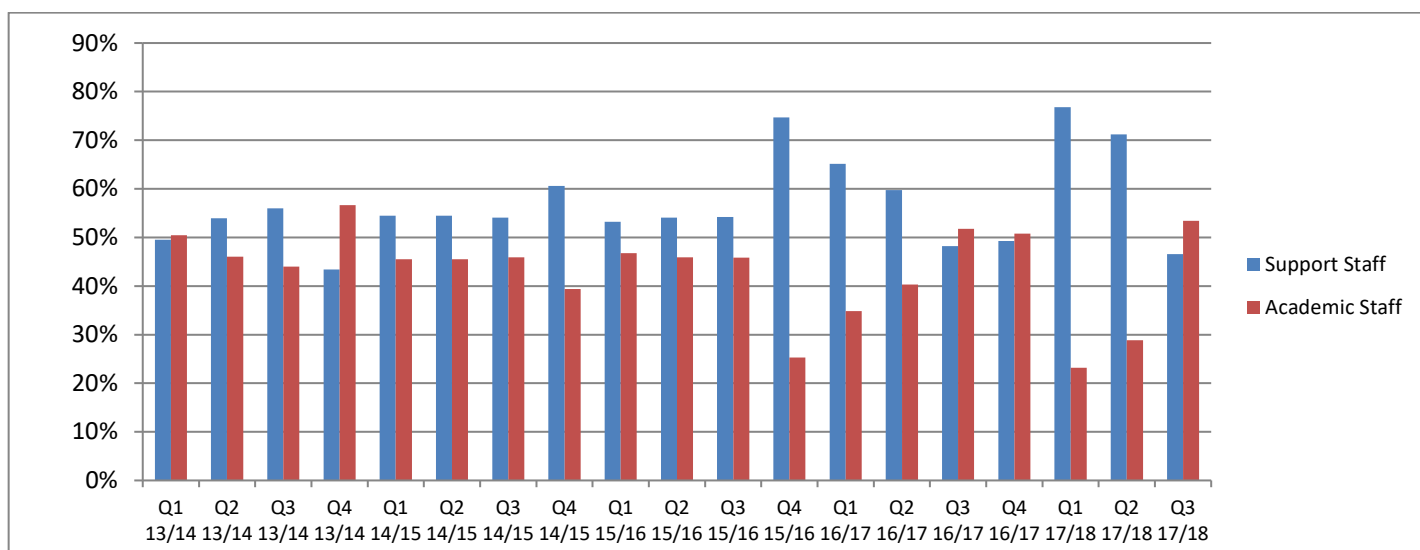
| Absence Reason | | Days lost | | Days lost |
|--------------------|----|-----------|----|-----------|
| Stress/Anxiety | Q3 | 172 | Q2 | 209 |
| Surgical | Q3 | 153 | Q2 | 55 |
| Viral infection | Q3 | 126.5 | Q2 | 202 |
| Musculoskeletal | Q3 | 33 | Q2 | 71.5 |
| Debility | Q3 | 5 | Q2 | 31 |
| Pregnancy Related | Q3 | 38 | Q2 | 8.5 |
| Long term absence | Q3 | 344 | Q2 | 511 |
| Short term absence | Q3 | 514.5 | Q2 | 452 |

In Q3 2017/18, 53.41% of the total absence is attributable to academic staff and 46.59% to support staff compared to the previous quarter's split between academic (28.82%) and support (71.18%).

% Absence



Sickness Absence - Absence by Staff Classification



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 2017/18, out of a total of 9 staff who were long term absent, 4 members of staff met the long term sickness absence trigger for stress/anxiety. One member of staff has returned to work and 3 members of staff remain absent under the care of the College's Occupational Health provider.

Of the 5 other staff who have had an episode of long term absence within this quarter, 2 members of staff have successfully returned to work and 3 remain absent under the care of the College's Occupational Health provider.

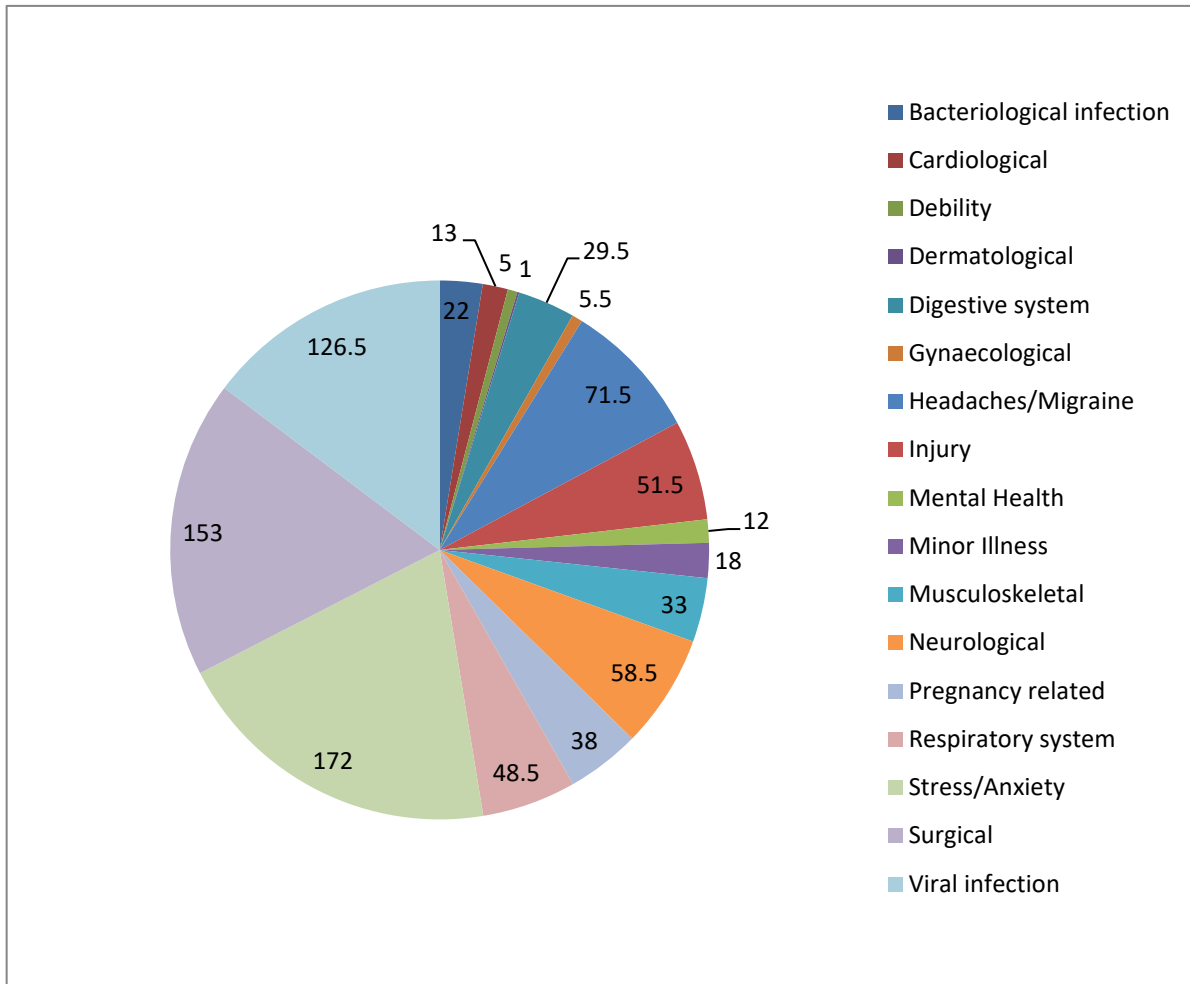
The most common reason for absence in Quarter 3 2017/18 was stress/anxiety with a total of 172 (20.0%) days lost across 8 separate episodes, followed by surgical with 153 (17.8%) across 12 episodes and then viral infection with 126.5 (14.7%) days across 56 episodes.

The HR Manager and the Access and Progression are working together on a Healthy University Strategy aimed at tackling mental health and improving wellbeing. This will be a feature for students and staff going forward.

Management referrals to occupational health numbered 9 in Q3 2017/18. 5 of these related to employees with long term sickness absence, the other 4 related to general short term sickness absence and advice regarding ongoing fitness for work.

2017/2018 Quarter 3

Days lost by Absence Reason



Board of Management

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| Subject/Title: | Risk Register Annual Review |
| Author: [Name and Job title] | Lindsay Ferries, Director of Organisation Development |
| Meeting: | Human Resources Committee |
| Meeting Date: | 31 May 2018 |
| Date Paper prepared: | 23 May 2018 |
| 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 4

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|--|--------------------|--|---|
| 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) | |
| Its disclosure would constitute a breach of the Data Protection Act (S38) | | Other (please give further details) | |
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Risk Register Annual Review

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 CiphR 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.

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 | |
|--------------|--------|----------------|---|---|---|--|------------|---------------|---|--|---|------------|---------|---|--|

Board of Management

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|--|---|
| Subject/Title: | National Bargaining |
| Author: [Name and Job title] | Lindsay Ferries, Director of Organisation Development |
| Meeting: | Human Resources Committee |
| Meeting Date: | 31 May 2018 |
| Date Paper prepared: | 23 May 2018 |
| Brief Summary of the paper: | Update on the current staff side and management side negotiations and agreements to date. |
| 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 | Staff unions and Employers Association. |

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|---|--------------|--|---|
| Status – [Confidential/Non confidential] | Confidential | | |
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National Bargaining Update

Executive Summary

This paper presents an update on National bargaining, confirming the conclusion of negotiations on national terms and conditions as well as providing a progress update in terms of cost of living pay negotiations for 2017/18 and 2018/19.

Although the Scottish Government, through SFC, is providing financial support for the implementation of the lecturer and promoted lecturer national pay scales, this does not extend to cost-of-living pay rises or the impact of changes to terms and conditions. The Government sees these as being the responsibility of each college. Unfortunately, any cost-of-living pay rise is impacted, necessarily, by the pay uplift caused by the implementation of national pay scales, making cost-of-living pay rises difficult to fund, particularly for smaller partners.

Worryingly, despite the significant enhancement to lecturers pay that comes with the implementation of national pay scales, EIS FELA is seeking cost of living rises that they believe should reflect the relaxation of public sector pay guidelines and an end to austerity. This continued push for unaffordable pay rises from EIS could have a devastating impact on the finances of academic partners if these are not met by SFC support.

NJNC Agreement and Implementation Circular 01/2018

The circular confirms the implementation of the November 2017 Agreement as they relate to lecturer and promoted lecturer terms and conditions. (Circular Attached)

This confirmed the national agreement for lecturer and promoted lecturer annual holiday entitlement and class contact time.

The implementation of the holiday entitlement has reduced our overall annual working days by two days per annum and while the weekly working hours remain unchanged, the deployment of teaching hours within the parameters of working time does have an impact which curriculum teams are currently working through. Contractually, and up until AY 18/19, the college could average the teaching hours over the year within set parameters that would allow for flexible delivery of programmes, a weekly maximum and pro rata weekly maximum of 23 hours limits this flexibility for some areas of our curriculum in particular where we have staff delivering programmes that are not reflected in standard average teaching hours in light of curriculum design and planning. We are less affected than perhaps other areas in that we apply non-teaching remission from class contact within the 35 weekly working hours to undertake other non-class contact activity for over 50% of our curriculum. Furthermore we are considering within the annual 860 where we can make use of teaching weeks at the start and end of the year for example for commercial delivery and other teaching as is already the case in many of our block release craft delivery. Initial discussions with EIS locally have raised some of the likely impacts of this agreement to include planning for a heavier reliance on supply staff particularly as contingency for absence cover and less flexibility for those staff who currently enjoy a teaching deployment working pattern which suits them and their

students. We will continue to risk assess the implementation of these arrangements in light of our priorities going forward and look to ensure we maintain a student focussed culture..

The proposals being tabled by unions indicate a widening gap between trades unions' aspiration and the financial operating environment of the college sector. Given the lack of negotiating success of the Employers' Association since its inception, this causes deep concern regarding the ability of the sector to continue to provide a high quality service for communities in future years.

2017/18 Lecturer Pay Claim Dispute – 3 Year Final Offer

To date no settlement has been reached for 2017/18 academic staff cost-of-living pay rise. At the last HR Committee, I reported that the Management offer made in advance of the last NJCC was rejected by the EIS who were seeking a higher offer and one which was consolidated. A total of 5 pay dispute meetings with EIS to discuss reviewed and improved offers for lecturers pay all have been met with disagreement.

The final management offer represents a three year deal and is in addition to the pay harmonisation and migration agreed in May 2017 and implemented over the three years to come to the final 5 point national scale for all lecturers with effect from 1 April 2019. The final offer being a minimum non consolidated cash payment per annum and a 2.5% consolidated pay increase for 2019/20 increasing the top of the lecturers pay to £41,027 per annum.

2018/19 – Support Staff Pay Claim Dispute

The support trade unions and management side on 16 May 2018 declared a dispute regarding the support staff pay and conditions claim and a failure to agree was recorded. Further dispute meetings are scheduled on the 29th May and 7th June.

The clear message coming from recognised Trade Unions that public sector pay restraint had been relaxed; they would be seeking a degree of restoration to pre-austerity levels.

The trades unions are reminded of the Scottish Government's Draft Budget settlement for the college sector, the possible implications for the sector, and the necessity for any future pay awards being both affordable and sustainable.

Support Staff Conditions of Service

The trade unions wanted to negotiate on their draft policy on the management of organisational change. Whilst the management side offered to continue this discussion at a working group, the support staff trade unions rejected this proposal.

The management side agreed to consider their proposal at the future meeting of the Employers' Association and respond accordingly at a future NJNC.

The support staff trade union proposals have significant impact on Inverness College and the costs of delivering our services.

- Increase in holiday entitlement beyond the 44 annual days already nationally agreed.
- Defining the working day and therefore unsociable hours payments and shift allowances etc.

Alongside defining the pay parameters for a single evaluated pay model for the sector.

NJNC Circular 02/18 - City of Glasgow Employment Tribunal – Jim O'Donovan & Others v City of Glasgow College

This dispute concerns the implementation of the 2015/16 and 2016/17 pay agreement. The EIS has always maintained that the £100 payment that 'bridged' these two pay years, was directly attributed to the 2015/16 Pay Award and should have been consolidated onto the 2015/16 salary. This would have provided a 1% salary increase plus a £100 consolidated payment for 2015/16 pay period. The employers maintained it should have been paid as a lump sum in April 2016 and consolidated in April 2017, providing a total uplift for the pay period 2016/17 as £550.

While the NJNC dispute procedures were observed in this dispute, the EIS progressed with a test employment tribunal case against City of Glasgow College for unlawful deduction in wages.

The City of Glasgow College Principal confirmed that there would be no appeal of the tribunal outcome on this matter. The management side advised that the implications of this decision for the sector would be considered.

The Employers' Association issued a communication stating that when further consideration had been given, relevant guidance will be issued to the sector on this matter. The sector has now received an implementation circular attached at Appendix 2. This sets out the implementation of the outcome of the ET to all signatories to the NRPA to pay £100 (pro rata for part time) for all staff employed as at the 31 March 2016 who fall within the terms of the agreement.

Conclusion and Risk Assessment

It is highly likely that a joint dispute on pay will be formally declared and trade union members will be balloted for strike action. In line with the Trade Union Act 2016, support for Industrial Action will need to meet the parameters of the new legislation so as to protect the Trade Unions from Legal Action. This includes:

- Stricter rules regarding the ballot paper and the content and member distribution lists validation.
- A minimum 50 % return on ballot papers and in the event that they meet this threshold a minimum of 40% support for industrial action.
- A minimum of 2 weeks notice to employers, ballot outcomes valid for no more than 6 months.
- Introduction of a Certification Officer to oversee proceedings with powers to fine apply enforcement orders

Trade unions therefore will not go into this lightly and without a sense of achieving their desired outcome given the costs and impact on their members pay and contractual benefits. At the last JCC it was indicated that it was unlikely that members would be balloted before the end of this academic year. It is highly likely therefore, that if agreement is not reached before the end of this academic year that we will face some industrial action next year. It is highly likely the timing will coincide with the intentions of EIS and SSTA to call for industrial action in relation to teachers pay in Scotland for 18/19 having agreed a 1% consolidated increase for 2017/18 effective from 1 April 2017 and a further 1% with effect from 1 January 2018.

Of further concern is the financial implications and impact of any deal that is not met with additional financial support.



National Joint Negotiating Committee Circular 01/18

Implementation of November 2017 National Joint Negotiating Committee (NJNC) Agreement

This Circular is issued under the provisions of the NJNC and is binding on the signatories of the National Recognitions and Procedures Agreement (NRPA).

This Circular implements the November 2017 NJNC Agreement and the sections of the May 2017 NJNC Agreement not previously implemented through NJNC Circulars, recognising that where elements of the November NJNC Agreement supersede elements of the May 2017 NJNC Agreement, the November 2017 NJNC Agreement will apply.

The November 2017 NJNC Agreement reached on Wednesday 29 November 2017, and ratified by the Employers' Association and the EIS FELA is as detailed below and the May 2017 NJNC Agreement is attached as Appendix 1:

| November 2017 Agreement – Core Terms and Conditions | | |
|---|-----------------------------|--|
| Salary Conservation | | <p>Where a member of staff is currently in receipt of existing local salary conservation arrangements these will be retained.</p> <p>Position from 1 January 2018 – 4 years conservation.</p> |
| Annual Leave | Unpromoted Lecturers | <p>62 days – fixed</p> <p>No detriment for staff in post at 31 December 2017</p> |
| | Promoted Lecturers | <p>Level 1 – 62 days – fixed</p> <p>Level 2 – 60 days – up to 5 days can be taken flexibly, subject to operational exigencies of the service</p> <p>Level 3 – 55 days, the timing of which will be determined subject to operational exigencies of the service.</p> <p>No detriment for staff in post at 31 December 2017</p> |
| Class Contact | Unpromoted Lecturers | <p>23 hours plus 1 (maximum 8 hours in any 12 consecutive teaching week period), with annual hours of 860.</p> <p>Class Contact Time: 23 hours (FTE)</p> <ul style="list-style-type: none"> • Teaching/Assessment. • Supervision of students • Tutorial Teaching/Support <p>Where appropriate and as directed by college management:</p> <ul style="list-style-type: none"> • Participating in agreed academic research • Additional curriculum development <p>Additional 1 hour Class Contact (FTE) up to a maximum of 8 hours within any 12 week consecutive teaching week period</p> |

| | | |
|--|---------------------------|--|
| | | <ul style="list-style-type: none"> Cover in accordance with the above for sickness or other short term absence. Where appropriate, and as agreed with college management, coordination/lead of internal verification. <p>Weekly hours 23+1 and Annual hours of 860 (FTE) to be applied pro rata to part time staff.</p> <p>To be applied from 1st August 2018</p> <p>No detriment for staff in post at 31 December 2017</p> |
| | Promoted Lecturers | <p>Level 1 – Up to 17 hours per week</p> <p>Level 2 – Up to 12 hours per week.</p> <p>Level 3 – Up to 9 hours per week.</p> <p>This will be applied from 1 August 2018.</p> <p>Class Contact time will be based on the duties listed above for unpromoted staff, incorporating both the '23 hours' and the 'additional 1 hour'.</p> <p>No detriment for staff in post at 31 December 2017</p> |
| Transfer to Permanency | | 2 years – to be applied from 1 April 2019. |
| Notes: <ol style="list-style-type: none"> Any voluntary contractual move to another post and/or employer means that existing local arrangements would cease. Colleges will comply with all relevant employment legislation. Anyone currently working in the sector on a temporary, fixed term or other non-permanent contract will retain existing local arrangements on renewal of their existing contract or transfer to an equivalent permanent post. Where there is agreement within the college to amend an employee's existing hours or otherwise amends an existing contract, existing local arrangements will be retained. The whole Agreement is subject to ratification by both sides and the completion of an Equality Impact Assessment. | | |

Implementation Details of the Agreement

Salary Conservation

From 1 January 2018, salary conservation will be applied on a four years' cash conservation basis. Employees in this position will not receive any increase to the cash amount of the salary at the point of conservation and will move to the salary level of the new post or grade at the end of the four year period. If during the four year period, annual pay awards increase the salary of the 'new' or regraded post beyond that of the cash conserved value, the postholder will move out of cash conservation and onto the new salary grade.

This agreement will apply to any new salary conservation arrangement which commences after 1 January 2018.

Employees who are currently in receipt of salary conservation arrangements, as at 31 December 2017, will continue with the timescales contained in those existing contractual salary conservation arrangements. This applies to timescales which are both longer and shorter than the national agreement of four years.

For those promoted lecturers, whose posts have been matched to a level with a lower salary under the terms of Circular 02/17 or whose posts are matched to a level with a lower salary under the terms of Circular 04/17, the salary conservation conditions applicable under local arrangements in place at 1 April 2017 will apply.

Annual Leave – Unpromoted Lecturing Staff

1. Subject to paragraph 3 below, unpromoted lecturing staff will have 62 days annual leave entitlement. This is the new national position and will be applied from 1 January 2018. For those colleges which have a leave year commencing on a date other than 1 January and which are required to apply additional days during the transitional period from 1 January 2018 until the end of the annual leave year, a pro rata entitlement will require to be made for the appropriate part year period with the full amount being applied from the next college leave year.
2. The 62 days are inclusive of all scheduled college closure days and the timing of the leave will be determined according to local arrangements.
3. There will be no change in the annual leave entitlement for existing unpromoted lecturing staff who are in post at 31 December 2017 and who are in receipt of an annual leave entitlement in excess of 62 days. The principle of 'no detriment' means that they will retain their existing level of leave and there will be no change to their current leave arrangements.

Annual Leave – Promoted Lecturing Staff

1. Subject to paragraph 8 below, promoted lecturing staff matched to Level 1 in accordance with NJNC Circulars 02/17 and 04/17, will have 62 days annual leave entitlement.
2. Subject to paragraph 8 below, promoted lecturing staff matched to Level 2 in accordance with NJNC Circulars 02/17 and 04/17, will have 60 days annual leave entitlement.
3. Subject to paragraph 8 below, promoted lecturing staff matched to Level 3 in accordance with NJNC Circulars 02/17 and 04/17, will have 55 days annual leave entitlement.
4. The annual leave entitlements specified in paragraphs 1 to 3 above are the new national positions for promoted lecturer posts and will be applied from 1 January 2018.
5. For those colleges which have a leave year commencing on a date other than 1 January and which are required to apply additional days during the transitional period from 1 January 2018 until the end of the annual leave year, a pro rata entitlement will require to be made for the appropriate part year period with the full amount being applied from the next college leave year.
6. All annual leave entitlements are inclusive of scheduled college closure days.
7. Level 1 promoted lecturer posts will have the timing of their annual leave determined according to local arrangements and this will conform to the timing of annual leave for unpromoted lecturing staff as determined locally.

Level 2 promoted lecturer posts can take up to 5 days, out of the 60 days flexibly, subject to the operational exigencies of the service. Fixed days will be determined according to local arrangements.

Level 3 promoted lecturer posts will have the timing of the 55 days annual leave determined locally and according to the operational exigencies of the service.

8. There will be no change to annual leave for existing promoted lecturers who are in post at 31 December 2017 and who are in receipt of an annual leave entitlement in excess of the amount applicable to their matched level. The principle of 'no detriment' means that they will retain their existing level of leave and there will be no change to their current leave arrangements.

Class Contact Hours Unpromoted Lecturing Staff

Class contact time for unpromoted lecturers will be a weekly maximum of 23 hours plus one additional hour (FTE). The 'plus 1 hour' element of this provision is subject to a maximum of 8 hours in any consecutive 12 week period. In addition, an annual maximum of 860 (FTE) contact hours will also apply. The weekly maximum number of class contact hours of 23 plus 1 (FTE) and the maximum annual hours of 860 (FTE) will be applied pro rata to part time staff.

This national position for class contact time will be applied from 1 August 2018. In the interim period, local arrangements will continue to apply.

There will be no detriment for staff in post as at 31 December 2017. This means that if an unpromoted lecturer was contracted to less than the national position at that time e.g. 22 hours, he or she will retain those class contact hours and arrangements.

New unpromoted lecturers appointed between 1 January and 31 July 2018 to a new contract which extends beyond 1 August 2018, will be contracted on existing local class contact time with specific provision being made that the class contact hours will change to the new national position on 1 August 2018. This will apply in all colleges irrespective of the current level of class contact being either higher or lower than the national position. Unpromoted lecturers in these circumstances will be made aware of this position at an early stage in the recruitment process.

The transitional arrangements referred to in the paragraph above will not apply to anyone working in the sector on a temporary, fixed term or other non-permanent contract on 31 December 2017 and whose contract is renewed or who is transferred to an equivalent permanent post after 1 January 2018

Class Contact Hours Promoted Lecturing Staff

Class contact time for level 1 promoted lecturing staff will be up to 17 hours per week (FTE), for level 2 promoted lecturing staff up to 12 hours per week (FTE) and for level 3 promoted staff up to 9 hours per week (FTE). The time periods specified for each level of promoted lecturer will be applied pro rata to part time staff.

This national position for class contact time for all levels of promoted lecturer posts will be applied from 1 August 2018. In the interim period, local arrangements will continue to apply.

There will be no detriment for staff in post as at 31 December 2017. This means that a promoted lecturer who was contracted to less than the national position for his or her matched level at that time, will retain those class contact hours and arrangements.

New promoted lecturers appointed between 1 January and 31 July 2018 to a new contract which extends beyond 1 August 2018, will be contracted on existing local class contact time, with specific provision being made that the class contact hours will change to the new national position on 1 August 2018. This will apply in all colleges irrespective of the current level of class contact being either higher or lower than the national position. Promoted lecturers in these circumstances will be made aware of this position at an early stage in the recruitment process.

The transitional arrangements referred to in the paragraph above will not apply to anyone working in the sector on a temporary, fixed term or other non-permanent contract on 31 December 2017 and whose contract is renewed or who is transferred to an equivalent post after 1 January 2018.

Class Contact Definition.

The 23 hours (FTE) of class contact will be for:

- Teaching/assessment
- Supervision of students
- Tutorial teaching/support

Where appropriate and as directed by college management:

- Participating in agreed academic research
- Additional curriculum development

The additional 1 hour class contact (FTE) will be up to a maximum of 8 hours within any 12 week consecutive teaching week period (FTE). This will be for:

- Cover for sickness or other short term absence;
- Where appropriate and as agreed with college management, the coordination/lead of internal verification.

This national definition of 'class contact' which will apply to all lecturing staff will apply from 1 August 2018. In the interim period, local arrangements will continue to apply.

The elements of the definition should be self-explanatory. It can be seen from the definition that covering classes for sickness or other short term absence would form part of the definition of the additional plus one hour. Class contact is subject to the stated upper maximum according to whether you are an unpromoted or promoted lecturer. The definition of the 'plus one hour' is also subject to a maximum of 8 hours in any 12 week consecutive period (pro rata). The weekly maximum therefore includes all cover. For the avoidance of doubt, the 'coordination/lead of internal verification' where it is referred to in terms of the additional 1 hour does not refer to what would be considered normal participation in internal verification. Any issues of local difference of interpretation which cannot be resolved at college level should be referred to the Joint Secretaries.

Transfer to Permanency

Lecturers working in the sector on a temporary, fixed term or other non-permanent contract and who have completed 2 years continuous service by 1 April 2019 will move to a permanent contract. This will be applied to all such temporary employees with continuous service on a rolling basis thereafter. Such temporary employees in post at 31 December 2017 will have the principles of 'no detriment' applied.

Further guidance will be issued prior to 1 April 2019 on the methodology to be applied in the transfer to permanence process. In the interim, local arrangements should continue to apply.

If the application of existing statutory provisions or local arrangements would entitle a lecturer to permanence before 1st April 2019, then those provisions or arrangements will continue to apply and the transfer to permanency will take place in accordance with those provisions or arrangements.

Footnotes to the Agreement

All of the above sections must be read in conjunction with the agreed footnotes to the agreement. It should be noted that, colleges must comply with statutory provisions including all relevant employment legislation.

If any clarification is sought, this should be directed to the Joint Secretaries, john.gribben@collegesscotland.ac.uk and akeenan@eis.org.uk. A joint response will be provided to all points of clarification.

NJNC Joint Secretaries

Anne Keenan

John Gribben

NJNC Agreement – Friday 19th May 2017

The undernoted are agreed by both sides of the NJNC Side Table Lecturers, subject to reporting and ratification by their respective constituencies. Both sides agree to recommend acceptance of this Agreement to their respective constituencies.

The EIS agrees to immediately suspend the current industrial action relating to the March 2016 NJNC Agreement.

The Management side agrees to immediately implement the pay elements of section 5 of the March 2016 NJNC Agreement.

This NJNC Agreement gives effect to all NJNC agreements in principle on pay migration and harmonisation as agreed at the NJNC meeting on 15 December 2016.

This NJNC Agreement further gives effect to all NJNC agreements in principle on terms and conditions as agreed at the NJNC meeting on 16 March 2017.

Agreed changes to Terms and Conditions will take effect from 1 August 2017.

Both sides acknowledge that some elements remain to be jointly finalised, however, these elements do not affect the implementation of this Agreement as set out above. This will be completed by 1 June 2017.

| Terms and Conditions | | Staff in post at 31 July 2017 | New Employees from 1 August 2017 |
|-----------------------------|------------------------------|--|--|
| Salary Conservation* | | Where a member of staff is currently in receipt of existing local salary conservation arrangements these will be retained. | To be agreed Management position – 3 years cash conservation EIS position – 6 years cash conservation |
| Annual Leave | Unpromoted Lecturers* | Retain existing local terms. (No Detriment) | To be agreed Management position - 60 days per annum EIS position – 63 days per annum |
| | Promoted Lecturers* | Retain existing local terms. (No Detriment) | To be agreed: Management position: <ul style="list-style-type: none"> • Level 1 - 60 days per annum. • Level 2 - 55 days per annum. • Level 3 - 50 days per annum. EIS position – no differential (63 days) |
| Class Contact | Unpromoted Lecturers | Retain existing local terms (no detriment) OR migrate to 23 hours plus 1 hours (maximum of 8 hours within any 12 consecutive teaching week period), with annual hours of 860, from 1 August 2017 | 23 hours plus 1 hours (maximum of 8 hours within any 12 consecutive teaching week period), with annual hours of 860 |

| | | | |
|--|---------------------------|---|--|
| | Promoted Lecturers | <ul style="list-style-type: none"> • Level 2 - Up to 12 hours per week. • Level 3 - Up to 9 hours per week. <p>(Note – from 1 August 2017 or date of appointment through matching process if differs)</p> | <p>To be agreed</p> <p>Management position:</p> <ul style="list-style-type: none"> • Level 1 - Up to 18 hours per week. <p>EIS position:</p> <ul style="list-style-type: none"> • Level 1 - Up to 15 hours per week. |
|--|---------------------------|---|--|

Note:

* Any voluntary contractual move to (another post) and or college/employer means that existing local arrangements would cease. [wording to be agreed]



National Joint Negotiating Committee Circular 02/18

Resolution of £100 Dispute – Support Staff and Lecturing Staff

This Circular provides guidance on the agreement reached in respect of the dispute raised over the application of the £100 element of the March 2016 Agreement for lecturing staff and the 2016/17 Pay Agreement for support staff.

It has been agreed to pay all staff in the sector as at 31 March 2016, who are still employed in the sector and within scope of the National Recognition and Procedures Agreement (NRPA), a one-off payment of £100 on a full-time equivalent basis and paid on a pro rata basis for part time employees.

This payment is being made on the condition that the trade unions have accepted that this is a binding agreement and now resolves all outstanding disputes and challenges in relation to the payment of the £100 element of the March 2016 Agreement for lecturing staff and the 2016/17 Pay Agreement for support staff.

Colleges should arrange to pay the £100 (pro rata) in the earliest possible pay period. Consolidation has already taken place for lecturing and support staff and this payment does not change existing scale points.

Any leavers since 31 March 2016 would not automatically be eligible for payment and would need to put a request for payment in writing to the college.

Any employee joining since 31 March 2016 would not be entitled to payment.

Non-NRPA colleges are encouraged to shadow the agreed approach.

If any clarification is sought, this should be directed to the Joint Secretaries, john.gribben@collegesscotland.ac.uk and akeenan@eis.org.uk. A joint response will be provided to all points of clarification.

NJNC Joint Secretaries

Anne Keenan

John Gribben

April 2018

Board of Management

| | |
|--|---|
| Subject/Title: | Strategic Dialogue |
| Author: [Name and Job title] | Lindsay Ferries, Director of Organisation Development |
| Meeting: | Human Resources Committee |
| Meeting Date: | 31 May 2018 |
| Date Paper prepared: | 24 May 2018 |
| Brief Summary of the paper: | Update regarding the recent development re UHI integration. |
| Action requested: [Approval, recommendation, discussion, noting] | Discuss |
| 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: Opportunity and realising Growth potential |
| 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 | Recent consultations with Trade Unions, staff, Principals and Board Chairs |

| | | | |
|---|------------------|--|--|
| 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

Strategic Dialogue

Executive summary

Please refer to attached communication from Garry Coutts, chair of the Court regarding the Integration Board in response to consultation with Shirley Anne Somerville, Minister for Further Education, Higher Education and Science.

Background information

At the last Board of Management meeting on 22 March 2018, Board Members engaged in discussion with Blair Sandison, Integration Board Chair.

Further developments since that date include the appointment of the Project Director, Max Brown and the engagement with Shirley Ann Somerville last week.

From: Garry Coutts

Sent: 24 May 2018 10:50

To: Garry Coutts <garry.coutts@uhi.ac.uk>

Subject: Integration Board - The Way Forward | Am Bòrd Amalachaidh – an rathad air aghaidh

Dear Colleagues

Last week representatives of the Integration Board, which was established to examine the integration of a number of our academic partners with the university itself, met with the Minister for Further Education, Higher Education and Science, Shirley Anne Somerville. At that meeting the Minister asked many questions, set out a number of concerns and presented a number of challenges.

I was not present at the meeting but from the reports I have heard I have concluded that we, as a partnership, need to take on board the Minister's comments and consider how we go forward. I have no doubt everyone wants to achieve the same goal – a high quality experience for our students, great career development opportunities for our staff and sustaining strong, locally responsive tertiary organisations able to meet local needs and interact with key partners across all of our regions. To achieve this, as the Minister said, we must change – our current

A cho-oibrichean còire

An t-seachdain seo chaidh, choinnich riochdairean den Bhòrd Amalachaidh, a chaidh a stèidheachadh gus an sgrùdadh e amalachadh feadhainn de na com-pàirtichean acadaimigeach againn ris an oilthigh fhèin, ris a' Mhinistear airson Foghlam Adhartach, Foghlam Àrd-ìre agus Saidheans, Shirley Anne Somerville. Sa choinneimh sin chuir am Ministear iomadh ceist, chuir i an cèill àireamh de chùisean-imcheist agus chuir i romhainn beagan dhùbhlain.

Cha robh mise an làthair sa choinneimh, ach, o na h-ìomraidhean a chuala mi oirre, cho-dhùin mi gum feum sinn, mar chom-pàirteachas, beachdan a' Mhinisteir a thoirt fa-near agus smaointeachadh dè na ceuman a tha romhainn. Chan eil teagamh sam bith agam nach e an aon amas a tha air aire a h-uile duine – sàr ullachadh do na h-oileanaich againn, fìor dheagh chothroman air leasachadh dreuchdail don luchd-obrach againn agus a bhith a' cumail suas stèidheachdan treas ìre làidir, a bhios mothachail air an sgìre ionadail is comas aca feuman ionadail a sholar agus eadar-obrachadh le com-pàirtichean cudromach air feadh nan sgìrean againn air fad. Airson seo a thoirt gu buil, mun tuiirt am Ministear fhèin e, is fheudar dhuinn atharrachadh – tha na structaran, na siostaman is

structures, systems and relationships are getting in the way of maximising our potential.

I have drafted a suggestion for how we might grasp the opportunity to go forward and respond positively to the Minister's challenges and questions. I have also proposed a vision for why we must change the way we work to help improve the student experience, staff development opportunities and our ability to respond to the needs of our regions employers and communities.

This is not an alternative vision for the University of the Highlands and Islands, which we have already agreed, but a vision of how we can deliver our agreed objectives. These are my "starters for 10". I look forward to other views. I am fully open to hear options. But I firmly believe we must move with forward with a positive attitude while really listening to each other and ensure we reach a common agreement for our future.

Please take time to look at my suggestions and let me know whether within the next couple of weeks whether I am on the right track or not.

Share your ideas.

The University of the Highlands and Islands is a brilliant institution. I am so proud to be associated with it. What has been achieved by the partnership is remarkable. We can, in my view, go on to do bigger and greater things. As I have said on numerous occasions and I repeat it now if we don't get things right, future generations will not forgive us.

With kind regards

Garry

na dàimhean a th' againn an-dràsta a' cur bacadh oirnn o bhith a' coilionadh nan toraidhean a b' fheàrr a b' urrainn dhuinn.

Tha mi an dèidh tairgse a dhreachdadh a thaobh mar a b' urrainn dhuinn an cothrom a ghabhail ceum a thoirt air aghaidh is freagairt aigheach a thoirt air dùbhlain is ceistean a' Mhinistear. Tha lèirsinn air a cur an cèill agam a thaobh carson a dh'fheumas sinn atharrachadh a thoirt air an dòigh a tha sinn ag obair, a chuideachadh le bhith a' feabhasachadh na dh'fhiosraicheas oileanaich, nan cothroman air leasachadh luchd-obrach agus a' chomais a th' againn a bhith a' solar feuman nam fastaichean is nan coimhearsnachdan sna sgìrean againn. Chan e atharrachadh lèirsinn a tha seo do dh'Oilthigh na Gàidhealtachd agus nan Eilean, rud a tha air a h-aontachadh cheana, ach lèirsinn a thaobh mar as urrainn dhuinn na h-amasan aontaichte againn a thoirt gu buil. Is e a tha seo ach toiseach tòiseachaidh bhuam. Tha mi a' dèanamh fiughair ri beachdan eile. Tha mi buileach toileach roghainnean a chluinntinn. Ach tha mi a' creidsinn gu daingeann gum feum sinn ceum a thoirt air aghaidh gu h-aigheach agus sinn ag èisteachd ri chèile an da-rìribh feuch an ruig sinn aonta coitcheann airson na tha romhainn san àm ri teachd.

Feuchaibh an toir sibh sùil air na tairgsean agam agus an leig sibh fios dhomh sa chupall seachdain seo tighinn an e an rathad ceart a tha mi a' gabhail is nach e.

Cuiribh an cèill ur beachdan.

Is e stèidheachd air leth a th' ann an Oilthigh na Gàidhealtachd agus nan Eilean. Tha mi cho uaibhreach a bhith ceangailte ris. Is iongantach fhèin na chaidh a choilionadh leis a' chom-pàirteachas. Is e mo bheachd-sa gu bheil comas againn rudan nas motha agus nas fheàrr a dhèanamh fhathast. Thuirt mi tric is minig is their mi a-rithist a-nis e..... mura dèan sinn an gnothach gu ceart, cha tèid mathadh dhuinn leis an fheadhainn a thig nar dèidh.

Le dùrachdan

Garry J Coutts

Chair of Court

University of the Highlands and Islands

Garry

Garry J Coutts

Cathraiche na Cùirte

Oilthigh na Gàidhealtachd agus nan Eilean

Suggestions for a Way Forward

We create a **University of the Highlands and Islands Assembly** for the duration of our discussions on how we might better integrate to improve the organisation. It will have a membership of all academic partner principals, all academic partner chairs, court members, student reps, staff reps, trade unions and senior executives.. (It might also be good to include external stakeholders including the Scottish Funding Council and the independent members of the Further Education Regional Board etc to assist in sense checking and give advice to the group but I have no firm view on this.)

It will have responsibility for considering the recommendations of a project board, and will in turn make recommendations on the way forward to academic boards of management, Scottish Funding Council and Government. It will work on the basis of seeking consensus but will not require unanimity.

Project Board – Representatives of the above – A smaller group that can direct the work streams and give assurance to the Assembly that work is progressing.

It will replace the Integration Board and will have responsibility for ensuring all necessary work is being carried out and supporting the work of work streams. It will commission all work to do with improving integration and the ongoing relationships between partners and the university.

Work streams – undertaking specific work on aspects of integration proposals being considered. Each work stream will have executive leadership, trade union, staff and student involvement.

I am not making definitive recommendations on membership, chairing, timescales or frequency of meetings etc. There will inevitably be some discussion/negotiations around this as we go forward. The assembly will be huge, I think up to 70 people, so my hunch is it will probably only meet two or maybe three times during the process.

The Project Board will be larger than most boards, but I would hope with staff and student representatives, representatives of principals, and chairs from both colleges that are committed to becoming a single entity with the university, and those who are not, as well as the chair of the Further Education Regional Board, the vice-chancellor and chair of court, it will be up to around 20. Not the number recommended in good governance guides – but then our partnership is different and needs to do things differently. I certainly hope it will be the work streams that do most of the heavy lifting and get on with the key tasks.

I hope this suggestion takes account of concerns about lack of engagement and creates a way forward that allows everyone to be involved in discussing the future of the University of the Highlands and Islands to which we are all committed as a united group.

DRAFT for discussion

2025 – a vision

Many people have asked me why we are looking at the integration of some of the partnership. What difference will it make and why can't you achieve change within the existing partnership structure?

Why integration? We have operated as a partnership over many years. While we have achieved a lot together there is a view, that I share, that our current structure can get in the way of academic development, staff progression, improving the student experience and meeting the needs of our communities. Simpler governance and management structures with clearer accountabilities for programme development and delivery will create the environment to make things better in the future.

While this exercise is not about saving money I also believe that working through a streamlined departmental structure we will be a more efficient organisation that will be able to better target our resources at our key priorities.

What will a more integrated university partnership achieve? By 2025 I would envision University of the Highlands and Islands being recognised as one of the leading tertiary institutions in the world. It will offer programmes that articulate easily between all levels and will be recognised locally as meeting the needs of learners of all ages and at all stages of their life. It will have very close relations with business in the area and will be applauded for meeting the needs of the local economy both for developing a confident and skilled workforce and as valued partners in helping to develop business solutions. Each of our geographic locations from Shetland to Argyll and Stornoway to Elgin will all have postgraduate students and research active staff. They will also have developed and be recognised for having world leading research in one or more specific fields.

In addition the Highlands and Islands will have seen a reduction in net migration of young people from the region. This will have been achieved by better meeting the needs of the local school leaver population and by attracting more students from the rest of Scotland, the rest of the UK and beyond.

By 2030 the region as a whole will have seen an increase in average wages bringing its economy more in line with the rest of Scotland. Our businesses will report that skills shortages that were a major constraint to growth in the 2010s have largely been eradicated. Unemployment remains well below the national average with gaps in the labour force being made up by net migration.

By 2025 a survey of staff and stakeholders across the region will demonstrate that further integration has benefited all communities of the Highlands and Islands. Student satisfaction will have improved as will retention rates and student destination figures.

This is very much my vision for the University of the Highlands and Islands. I would welcome challenge around the issues I have raised and also suggestions for additions to what the vision could be. I am aware that we will not achieve any positive vision for the future unless staff, students, executive teams and governors are involved in its development. Ensuring we have an inclusive process for seeking views, testing ideas and deciding on a way forward we will be central to the work of the integration board and the wider partnership as we move forward.

Board of Management

| | |
|--|--|
| Subject/Title: | Audit Committee Self Evaluation |
| Author: [Name and Job title] | Fiona Ambrose, Board Secretary |
| Meeting: | Human Resources Committee |
| Meeting Date: | 30 May 2018 |
| Date Paper prepared: | 23 May 2018 |
| Brief Summary of the paper: | Annual HR committee self evaluation exercise |
| Action requested: [Approval, recommendation, discussion, noting] | The Committee is asked to collectively complete the committee self-evaluation exercise. |
| 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 | | |
| *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 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? | | | | |

Board of Management

| | |
|--|---|
| Subject/Title: | Staff Development |
| Author: [Name and Job title] | Lindsay Ferries, Director of Organisational Development |
| Meeting: | Human Resources Committee |
| Meeting Date: | 31 May 2018 |
| Date Paper prepared: | 24 May 2018 |
| Brief Summary of the paper: | Update the Committee on Staff Development |
| 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 | |
| Resource implications: | Yes / No If yes, please specify: within budget and successful ALF submission request. |
| 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 | Staff development committee |

| | | | |
|---|------------------|--|--|
| 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.) | | | |

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

Staff Development

Summary

To provide the Committee with an update on three key developments over the period including, the launch of the LEAD 4 programme, the Staff Development days in January and the Digital Skills LEAD project.

1. Leadership and Management Development – LEAD 4

Background

The college undertook a very successful LEAD Management Development Programme which was delivered over a period of three years and was aimed at ensuring consistency of management practice and a unified cultural identity in line with the strategic plan in the run up to and preparation for the college staff coming together and relocating to our new state of the art premises.

Independent external validation of this investment was achieved when Inverness College was awarded Investors in People Gold in December 2016. Sustainability of this progress is our key aim going forward. We can see that the quality of our student experience is dependent on the contribution of every member of staff, not just those involved in curriculum delivery. Student satisfaction rates continue to increase and other Pi's are bucking the trend in comparison to sector averages. To continue to provide a framework for quality enhancement therefore we are committed to building on achievements to date and our success in light of Customer Service Excellence and IiP quality kite marks. Furthermore and in the spirit of continuous improvement, our Strategic Plan sets our sights on IIP platinum by 2020.

The college strategic plan for 2017 – 2020 sets our goals in the context of opportunity and growth. The opportunities to grow our Higher Education, international focus, research capacity and diversified income will require an ambitious and audacious mindset. Led by the new Principal, this approach is also a direct response to the financial challenges that are anticipated over the coming years for Inverness College UHI and the region. Working collaboratively to maximise our resources will be a significant focus. Our management response to these will be critical to our ongoing success and financial sustainability.

The Programme

Given the success of the LEAD 1-3 programmes, we have developed a LEAD 4 programme to take into account areas of development as identified in our IIP annual report and by way of other internal investigations and audits.

Leadership and Management Development

The current context demands a skilled approach to team management that supports a sustained focus on progress against operational targets while maintaining staff motivation and commitment to achievement of corporate goals.

In line with college commitments aligned to quality and continuous improvement, managers are required to be objective in their evaluation of current practice as well as to aspire to excellence in performance standards.

Building on the success of LEAD 1-3 the main focus for LEAD phase 4 is centred on four themes:

- a) Management communications
- b) Providing constructive feedback
- c) Managing performance improvement
- d) Managing staff development

In addition to addressing the four themes noted, Phase 4 also provides a vehicle for promoting an ambitious bold and creative vision for the college, with increasing collaboration, partnership working internationalism and research. All senior and middle managers are asked to consider what “ambitious bold and creative” looks like for them and to conduct in-depth analysis and planning for their function.

Building on our successful Project Management development programme in LEAD phase 3, we will also get up-to-date with Improvement Projects and build check-ins on these to ensure progress.

The programme runs from May 2018 through to September 2018 and is facilitated by Ronnie Malcolm of RRM(uk) limited. Ronnie has built up a relationship with our management teams and SMT which helps to take further developments forward.

2. Staff Development Days January 2018

34 different workshops/briefings were held, with several repeated to maximise opportunities for staff to attend.

22 facilitated by ICUHI staff and the remaining 12 by facilitators from outside ICUHI.

Staff attended a total of 354 individual sessions over the two-day programme.

The split between teaching and non-teaching staff was equivalent, which is very different from previous staff development days when attendees were predominantly teaching staff.

| Title | Facilitator | Teach | Non T | Total |
|--|-------------------------------|-------|-------|-------|
| Assessment – Are we getting it right? (FE) | R Bullard & S Morrison | 9 | 0 | 9 |
| Assessor & IV Refresher | Liz Cook & Wilma MacDonald | 16 | 0 | 16 |
| Autism Awareness | Andrew Denovan, Autism Initit | 7 | 5 | 12 |
| BB - Building a Test in Blackboard | Fiona McConnell | 8 | 1 | 9 |
| BB – Introduction to Blackboard | Fiona McConnell | 2 | 0 | 2 |
| Courageous Conversations | Nicki Walsh, Highland Council | 5 | 12 | 17 |
| Defibrillator Training | Peter White, Lucky2BHere | 11 | 10 | 21 |
| Enhanced Assessment & Feedback (HE) | Alice Mongiello | 3 | 0 | 3 |
| Erasmus Information Workshop | Laura Hillyard | 7 | 9 | 16 |
| HR policy workshops | Sarah McCarvel | 2 | 6 | 8 |

| | | | | |
|--|--|------------|------------|------------|
| Improving student retention & attainment | Roddy Henry & Liz Cook | 11 | 1 | 12 |
| Including ALL Students | CDN online course | | | ? |
| Information Security & Data Protection | Suzanne Stewart | 9 | 7 | 16 |
| INSIGHT & Other tools | Business & Computing Team | 5 | 0 | 5 |
| Interactive Display Boards | Fiona McConnell | 3 | 1 | 4 |
| LIS Services | Mike Burns, LIS | 0 | 3 | 3 |
| Mental Health First Aid | Chris Lemon | 2 | 9 | 11 |
| Mindfulness Meditation | Claire Kilburn-Young | 7 | 5 | 12 |
| PDR training | Lindsay Ferries | 0 | 6 | 6 |
| PowerPoint | Fiona McConnell | 2 | 3 | 5 |
| PREVENT Training (WRAP) | E Campbell & M Fowler, Police Scotland | 0 | 5 | 5 |
| PREVENT Training (WRAP+) | E Campbell & M Fowler, Police Scotland | 1 | 5 | 6 |
| Procurement Tips | A MacKenzie, D Cowie & S Bhargava | 0 | 4 | 4 |
| Progression Boards | Liz Cook & Donna Rae | 10 | 2 | 12 |
| PROTECT Training | R Carrington, Police Scotland | 1 | 30 | 31 |
| Quality Work Placements | Nicola Smith, WHC | 3 | 0 | 3 |
| Recording Videos for Teaching | Fiona McConnell | 2 | 1 | 3 |
| Research & Scholarship | Research Team | 0 | 1 | 1 |
| Responding to Challenging Behaviour | Nicki Walsh, Highland Council | 4 | 11 | 15 |
| Student Surveys | Roddy Henry & Liz Cook | 7 | 5 | 12 |
| Supporting Students in Crisis | Evelyn Campbell & Claire Kilburn-Young | 7 | 6 | 13 |
| TEF | Dr Duncan Cockburn | 20 | 15 | 35 |
| Time Management Workshop | Elizabeth Barron-Majerik | 9 | 10 | 19 |
| Using Digital Skills - attainment | Kenji Lamb, CDN | 8 | 0 | 8 |
| TOTAL EVENTS ATTENDED | | 181 | 173 | 354 |

Feedback

Feedback was very good or good for each programme. In particular very positive, feedback breadth of the programme in providing opportunities for all staff to engage in CPD over the two days.

Evaluation forms were circulated and key strengths identified include:

| |
|--|
| The information provided in the programme was sufficient to allow me to choose relevant sessions |
| There were a number of sessions in the programme that were relevant to my job role |

Areas for development for June days include the booking process and repeating programmes at different points in the year.

The programme for June staff development has now been extended to academic partners and an open invitation provided.

3. Digital Skills Framework

The provision of a digital skills framework for all staff is a College LEAD project which started in May 2017.

The project seeks to achieve five specific objectives:

1. To research best practice and information from other similar bodies.
2. To agree areas of digital skills that are relevant to all staff at Inverness College UHI, with differentiation between teaching and non-teaching staff.
3. To identify specific competencies within these 10 areas.
4. To provide a series of self-assessment tools to enable staff individually to map their current level of digital skills and discuss with their line manager as part of the PDR process.
5. To design training opportunities for each competency where staff have identified 'gaps' in their knowledge. These activities will be embedded within the process and self-service so that staff can quickly and efficiently upskill themselves on an as needs basis. Face-to-face training courses will continue to be offered to supplement this process.

Additional Elements

Also included in the project are the following additional elements:

- Agree the platform for delivery of the framework e.g. Blackboard
- Establish how digital skills development and training will be recorded as CPD.

New Development

The launch of the UHI Learning & Teaching Enhancement Strategy outlines 12 Learning & Teaching Enhancement values.

A number of these are related to digital skills, particularly -

| | |
|---------------------------------------|---|
| Active and creative use of technology | Will be embedded throughout learning and teaching to support active individual and collaborative learning, including allowing students to have meaningful and connected learning experiences regardless of their location or how their curriculum is delivered. This will incorporate co-creative approaches to learning within which students use technology to create and share digital resources, and to develop their digital literacies. |
|---------------------------------------|---|

The project team are now seeking to tie these values into the framework in order to allow teaching staff to easily identify relevant digital skills and assist them in evidencing their competency in these to the LTA.

Further support has been requested through the Educational Development Unit at UHI to enhance this development.

Joint Consultative Committee

26th February 2018

1400

Room 134

| | |
|--------------------------|--|
| Present | Chris O'Neil (Chair), Lindsay Ferries, Andrew Chatterton & Claudia Moir (EIS), David MacLennan (Unison), Lesley Cole (GMB) Gill Berkeley – item 6 |
| Apologies | None |
| In Attendance | Shona MacDonald (Minute) |
| Status of Minutes | Approved |

Action Points

| Action No | Action | Responsibility & Timescale |
|-----------|---|-------------------------------------|
| | Propose February academic holiday to HR Practitioners Group. This would be taken forward to the PPF | Closed |
| 2 | Look into providing a provision for students/staff to use to additional childcare provided by IC UHI during the Easter holiday Individual staff members requiring this to contact ELCC | Lindsay Ferries |
| 3 | Review the WLA to ensure clarity | Lindsay Ferries & Andrew Chatterton |
| 4 | Discuss concerns with WLA with relevant PDMs | EIS representatives |
| 5 | Lead a short life working group on Work Load Analysis to agree the position, provide 4-6 exemplars to check consistency and aim to provide training for all. | Gill Berkeley |

1. WELCOME AND APOLOGIES

The Chair welcomed those present to the meeting.

2. MINUTES OF PREVIOUS MEETING 16th JANUARY 2018

The minutes were reviewed and agreed.

In relation to the 2018/19 Academic Calendar Lindsay Ferries advised that staff would require to discuss their Easter Friday religious requirements with their managers to allow management discretion for booking the day off.

3. STRATEGIC DIALOGUE UPDATE

The JCC agreed that the approach to the integration should include proposals around the opportunities as opposed to rationalisation.

Lindsay Ferries advised the JCC that there would be a TUPE lecture and the Unions were supportive of this.

Chris O'Neil advised that the Further Education Regional Board (FERB) had agreed to employ a Project Director for the Integration Board.

There were concerns around inconsistent message across the partnership but it was noted that management and Unions from Inverness were positively engaged,

A single point of communication in relation to Integration had been established at UHI and Alison Lochhead would coordinate communications.

There would be representation from each Academic Partner (AP) on the Integration Board (IB). Observer status had been offered to all partners.

The IB would retain a specialist to deal with issues around pensions and continuous service.

4. COLLECTIVE BARGAINING UPDATE

Lindsay Ferries advised that no technical implementation brief had been received. Action around the promoted lecturer position had been implemented. Lindsay Ferries advised that everything was "on track" for the next transition date of 1st April 2019.

5. COMPUTER TROLLEYS UPDATE

Lindsay Ferries advised that staff who required assistance with computer trolleys should complete an online helpdesk request.

Gill Berkeley joined the meeting.

6. WORKLOAD ANALYSIS (WLA)

Gill Berkeley advised that the WLA would follow the same process as previous years with the same guidelines around remission. Each Programme Development Manager (PDM) should work with staff to discuss their workload and deployment.

The EIS representatives felt it was "work hour" analysis and not "workload" analysis. Levels of workload/marking/assessment varies across the college and there was some concern regarding intensity of work.

It was suggested some "examples" were prepared to assess the system.

A short life working group was suggested, Gill Berkeley would lead on this to agree the position, provide 4-6 exemplars to check consistency and aim to provide training for all.

ACTION: GB to lead a short life working group on Work Load Analysis to agree the position, provide 4-6 exemplars to check consistency and aim to provide training for all.

7. DATE AND TIME OF THE NEXT MEETING

The date of the next meeting was 1st May 2018.

Signed by the Chair: _____

Date: _____

Joint Consultative Committee

8th May 2018
1600
Room 220

| | |
|--------------------------|--|
| Present | Chris O'Neil (Chair), Lindsay Ferries, Andrew Chatterton & Claudia Moir (EIS), David MacLennan (Unison), Lesley Cole (GMB) |
| Apologies | None |
| In Attendance | Shona MacDonald (Minute) |
| Status of Minutes | Draft |

Action Points

| Action No | Action | Responsibility & Timescale |
|-----------|--|-------------------------------------|
| | Propose February academic holiday to HR Practitioners Group. This would be taken forward to the PPF | Lindsay Ferries Closed |
| | Look into providing a provision for students/staff to use additional childcare provided by IC UHI during the Easter holiday Individual staff members requiring this to contact ELCC | Lindsay Ferries Closed |
| 1 | Review the WLA to ensure clarity | Lindsay Ferries & Andrew Chatterton |
| 2 | Discuss concerns with WLA with relevant PDMs | EIS representatives |
| 3 | Lead a short life working group on Work Load Analysis to agree the position, provide 4-6 exemplars to check consistency and aim to provide training for all. | Gill Berkeley |
| 4 | Review HR processes in relation to acknowledgements and requests for additional information | Lindsay Ferries |
| 5 | Join a Head of Curriculum and Programme Development Managers (PDM) to discuss culture | Chris O'Neil |
| 6 | Ensure all staff contracts were available on CIPHR | Lindsay Ferries |

1. WELCOME AND APOLOGIES

The Chair welcomed those present to the meeting.

2. MINUTES OF PREVIOUS MEETING 26th FEBRUARY 2018

The minutes were reviewed and agreed.

3. COLLECTIVE BARGAINING UPDATE

Lindsay Ferries advised that she was aware of a "dispute" in relation to lecturer pay. The EIS representatives advised that EIS had informed them that that EIS were "keen to negotiate" but balloting had not been discussed. Discussions were still ongoing.

There were some concerns that not all managers were aware of the 23 plus one rule and interpretations were being used wrongly for timetabling. It was agreed that “variable outliers” would be reviewed by the SMT case by case to ensure guidance was followed.

LF suggested there was some discussion required around the remitted time framework and it was suggested that a separate meeting was held with EIS.

4. STRATEGIC DIALOGUE UPDATE

The Chair advised that a Project Manager, Max Brown, had been appointed and he was well aware of the requirements of TUPE and pension protection.

The Integration Board had agreed that Union Representatives and a Principal from each of the integration “Academic Partners” (AP) would be represented on the Integration Board as full members. This was yet to be fully ratified.

Shirley Anne-Somerville, the Minister Higher Education, Further Education and Science was visiting the college on the 18th of May.

There was some discussion of the understanding in the staff body and concerns regarding hierarchy in relation to Executive Office. Staff were keen to ensure the protection of the culture and hierarchy.

The Chair proposed holding session in the lecture theatre between Integration Board meetings to share information with staff and the Unions felt that this would be welcomed.

Lesley Cole left the meeting.

5. RESOLUTION OF £100 DISPUTE – SUPPORT STAFF & LECTURING STAFF

Lindsay Ferries advised there was a legal challenge against Glasgow City College in respect of transition money at the implementation of pay bargaining.

It had been agreed to pay all staff in the sector as at 31st March 2016, who are still employees in the sector and within scope of the National Recognition and Processes Agreement (NRPA) a one off payment of £100 on a full time equivalent basis and on a pro-rata basis for part time employees.

6. WORKLOAD ANALYSIS

Lindsay Ferries proposed a formal meeting to review the NJNC agreements in relation to the workload analysis and the class contact definition. There was a requirement to work through the analysis in relation to the impact. The remission time in scholarly activity and support for activating in level 9 and above may need to be reviewed. This meeting would not be about removing remission but would discuss the impact. Research activity would also be considered.

7. HUMAN RESOURCES

The EIS representatives expressed concern with relation to response rates from the Human Resources department in relation to retirement requests and grievance paperwork, specifically there were issues around acknowledgement timescales and requests for further details.

Lindsay Ferries advised that this was now a good time to discuss a learning project and that a review would be undertaken.

ACTION: Lindsay Ferries to review HR processes in relation to acknowledgements and requests for additional information.

8. COLLEGE CULTURE

The EIS representatives advised that a number of Further Education (FE) staff had expressed feelings around being undervalued and concerns with academic snobbery.

The Chair advised that a culture was to be encouraged that all members of staff must feel enabled to report and discuss issues with all members of the SMT. All staff must be seen as “owning” the management team.

It was suggested that the Chair join on of the weekly Head of Curriculum and Programme Development Managers (PDM) meeting to discuss this issue.

ACTION: Chris O’Neil to join a Head of Curriculum and Programme Development Managers (PDM) to discuss culture.

9. TQFE

The EIS representatives advised that some members had expressed concerns as they had been denied access to a TQFE course. Lindsay Ferries advised that only staff on permanent contracts are able to do this course. The PDA is open to all staff. Lindsay Ferries advised that she reviews all TQFE applications to ensure policy is followed and the Staff Development Policy was clear on this issue.

10. CONTRACTS ON CIPHR

David MacLennan advised that not all contracts were available on CIPHR and Lindsay Ferries advised that she would check this.

ACTION: Lindsay Ferries to ensure all staff contracts were available on CIPHR.

11. DATE AND TIME OF THE NEXT MEETING

The date of the next meeting was 3rd July 2018.

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: | 31 May 2018 |
| Date Paper prepared: | 24 May 2018 |
| 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. | | | |
| 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.) | | | |

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

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.</p> | <p>HMRC considerations and on-costs for interim consultants.</p> <p>Variable/supply contracts and employment status</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.</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 and transfer to permanency.</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 deadline for publication is the 4 April 2018.</p> | <p>Review calculations and presentation in line with the guidance</p> <p>Include in Annual Gender Equality Action Plan Reporting Cycle.</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/viewing/employer-details?e=9gFJDrf2qhbin8288rUbxg%21%21</p> |

| Topic | Impact / Key policy/Procedure | Progress |
|--|---|--|
| | | |
| <p>National Living Wage/ National Pay and Conditions</p> <p>As a result of the collective pay agreement in 17/18, the Inverness College pay model now starts at SCP point 5 and provides for a minimum hourly rate for all core staff (regardless of age) of £8.45 per hour effective from 1 April 2017. This is equivalent to the living wage foundation 'living wage' from that date.</p> <p>Inverness College is therefore a living wage employer in relation to our directly employed staff. To receive accreditation the college requires 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 have incorporated this provision as part of their public tender arrangements. Our cleaning contractor has provided a commitment to work towards living wage accreditation and we are awaiting formal confirmation of this.</p> | <p>The college is a Living Wage Employer (directly employed staff) and is continues to be in 17/18.</p> | <p>Formal application to the living wage foundation to be made on formal confirmation from Meares.</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 Payment Bill is due for its second reading on Friday 15th June 2018. 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</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> |

| Topic | Impact / Key policy/Procedure | Progress |
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| <p>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>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>In anticipation of further industrial action in the new academic year, ensure readiness with points of compliance with legislation at individual employer level.</p> |