



Meeting	Human Resources Committee
Date and time	Thursday 28 November 2019 at 8.30 a.m.
Location	Board Room, 1 Inverness Campus

College Secretary  
25 November 2018

**AGENDA**

**Welcome and Apologies**

**Declarations of Interest**

**ITEMS FOR DECISION**

1. **MINUTES**  
Minutes of the Meeting of the Human Resources Committee held on 26 June 2019
2. **OUTSTANDING ACTIONS**  
Action List
3. **POLICIES**
  - a. Relocation and Removal
  - b. Maternity and Parenting Leave

**ITEMS FOR DISCUSSION**

4. **ORGANISATION AND PROFESSIONAL DEVELOPMENT STRATEGY - REVIEW OF PROGRESS**  
Report by Director of Organisational Development
5. **HUMAN RESOURCES Quarter 1 report 2019/20**  
Report by Director of Organisational Development
6. **WORKFORCE PLANNING (CONFIDENTIAL)**  
Report by Director of Organisational Development
7. **NATIONAL BARGAINING (CONFIDENTIAL)**  
Report by Director of Organisational Development

8. **HALF YEARLY EMPLOYMENT LAW UPDATE**  
Report by Director of Organisational Development
  9. **EXTERNAL SUPPORT ANNUAL REPORT**  
Report by Human Resources Manager
- 

#### **ITEMS FOR NOTING**

10. **EMPLOYEE RELATIONS**  
Minutes of the Meeting of the JCC
11. ***AUDIT RECOMMENDATIONS***
12. **AOCB**
13. **DATE OF NEXT MEETING**  
Thursday 12 March 2020 at 8.30 a.m.

**MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held in the Boardroom, 1 Inverness Campus on Thursday 26 June 2019**

**PRESENT:** Andy Gray, Innis Montgomery, Chris O'Neil, Steve Walsh, John Wilson and Chris O'Neil

**CHAIR:** Steve Walsh

**APOLOGIES:** Carron McDiarmid

**ATTENDING:** Director of Organisational Development  
Interim Human Resources Manager  
Secretary to the Board of Management (Erin Grant)  
Secretary to the Board of Management (Fiona Ambrose)

Steve Walsh declared an interest in items which may relate to the Highland Council.

**1. MINUTES**

The Minutes of the Meeting of the Human Resources Committee held on 28 February 2019 were **AGREED** as a correct record and were **APPROVED** and signed.

**2. OUTSTANDING ACTIONS**

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

**Revised Performance and Development Review**

The Director of Organisational Development confirmed that she would circulate the media action plan that this refers to members of the Committee in the near future.

**3. TERMS OF REFERENCE**

A report by the Secretary to the Board of Management (Fiona Ambrose) advised that the Terms of Reference of the Committee were last reviewed in 2017 and a number of changes were made.

The Committee considered the proposed changes to the Terms of Reference. A number of Members recognised that "Safety and Wellbeing" was an issue that all Committees should consider on a regular basis.

After discussion the Committee **AGREED** to recommend to the Board of Management that paragraph 4 of the Terms of Reference be changed to read, "*Reviewing all HR policies within the College*".

#### 4. **HUMAN RESOURCES – QUARTER 3 REPORT 2018/19**

A report by the Director of Organisational Development presented qualitative analysis of key HR measures surrounding turnover and absence.

The key issues reported were:-

- That the number of FE staff had increased significantly in Q3 compared to Q2. This was due in part to the national bargaining agreement having been implemented which converted staff with more than two years temporary service into permanency.
- There were serious issues regarding staff turnover, internal systems and data collection.

The Director of Organisational Development advised that due to both a high turnover of HR staff (100% between Q1-Q3) and difficulties with internal systems she could not guarantee the accuracy of the information presented to the Committee. The HR team were currently undertaking a data cleansing exercise of CIPHR and would then be able to reconcile data with CINTRA.

The Committee were concerned they could not discharge their governance role based on the information presented.

It was **AGREED** that an accurate report re Q3 would be circulated to Committee Members by 30 July 2019. A comprehensive report for Q4 would also be circulated by mid-August.

#### 5. **RISK REGISTER ANNUAL REVIEW**

A report by the Director of Organisational Development provided an annual update on the specific risk relative to the remit of the HR Committee.

During discussions the Committee reiterated their concerns regarding the lack of accurate data and how the same may impact upon the Risk Register. The Principal advised that there would shortly be a full scale review of the Risk Register.

The Committee **NOTED** the position.

#### 6. **NATIONAL BARGAINING**

A report by the Director of Organisational Development provided an updated on the dispute regarding national bargaining.

Following confidential discussions the Committee **NOTED** the position.

#### 7. **IIP GOLD REVIEW / STAFF SURVEY**

A report by the Director of Organisational Development provided an update on the IIP Gold Review and staff survey.

The Committee commended the College on having achieved IIP Gold status for a third year. After discussion the Committee **AGREED** that for the year 19/20 the College would seek to build upon the success of the last three years and aim to retain IIP Gold status for a fourth year. Consideration would then be given to whether or not to progress towards achieving IIP Platinum status in the future.

Actions had been taken on two key areas and it was proposed that the IIP Assessor would work with a number of teams to identify specific areas for improvement.

The Committee welcomed the suggestion by the Principal that following reflection of the staff conference, the College would seek to move forward on a number of wider developments within the organisation.

#### **8. EXTERNAL SUPPORT**

The Director of Organisational Development spoke to her report and outlined the current position regarding contracts for the provision of HR system, Occupational Health, Employee Assistance and Legal Services. Confidential discussions around this took place.

It was **AGREED** that a Risk Assessment report would be provided for the next Committee meeting.

#### **9. HUMAN RESOURCES – POLICY REVIEW – TIMETABLE**

A report by the Director of Organisational Development provided an update on the timetable for policy review.

The Committee **NOTED** the position.

*The Director of Organisational Development and Interim Human Resources Manager left the meeting.*

#### **10. COMMITTEE EVALUATION – COMMITTEE AND CHAIR**

The Secretary to the Board of Management (Fiona Ambrose) advised that the annual Committee and Chair evaluations required to be completed.

The Committee conducted and **AGREED** the Committee evaluation.

*The Chair left the meeting during discussion of the Chair evaluation. The Vice Chair, Innis Montgomery took the Chair.*

The Committee conducted and **AGREED** the Chair evaluation.

*The Chair returned to the meeting and took the Chair.*

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

#### **11. EMPLOYEE RELATIONS**

- a. Minutes of the Meeting of the JCC - 12 February 2019
- b. Minutes of the Meeting of the JCC - 16 April 2019

#### **12. HALF YEARLY EMPLOYMENT LAW UPDATE**

A report by the Director of Organisational Development set out a summary of the key employment law developments over the last 6 months and any actions/implications on the college.

**13. AOCB**

None.

**14. DATE OF NEXT MEETING – Thursday 19 September 2019 at 08.30am.**

**Signed on behalf of the Chair:**

**Date:**

## Actions from Human Resources Committee

<b>29 November 2018</b>				
Staff Grievance Policy	<del>updated SMT Grievance policy to a future meeting</del> Updated SMT Grievance policy to future meeting of PR&R	Director of Org Dev	<del>May 2019</del> Sept 2019 PR&R	
	consider how to provide Board Members with access to all Human Resource procedures simply to allow them to understand the level of detail included	College Secretary	Before Christmas break	
<b>28 February 2019</b>				
External support	Detailed update on CIPHR	D of Org Dev	<del>May 2019</del> Sept 2019	<b>On-agenda</b>
<b>26 June 2019</b>				
	Quarter 3 report update 2018/19 to be circulated	D of Org Dev	30 July 2019	
	Quarter 4 report circulated in advance of next committee meeting	Human Resources Manager	30 August 2019	
	Risk Assessment report to be prepared re external support	Human Resources Manager/D of Org Dev	19 August 2019	

<b>Subject/Title:</b>	Relocation & Removal Policy
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	BoM HR
<b>Meeting Date:</b>	28 November 2019
<b>Date Paper prepared:</b>	04 October 2019
<b>Brief Summary of the paper:</b>	To inform the committee of the changes to the revised Relocation & Removal Policy. Track changes are switched on and the Director of Organisational Development will answer any queries the panel may have.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	The committee is asked to discuss the revised Relocation & Removal Policy and approve these for progression to the next stage of approval.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	The policy & procedure were discussed at Scrutiny Panel (10 September 2019), submitted for Staff consultation and to JCC and then at SMT (19 September 2019). Following approval by BoM HR committee the policy will progress to full BoM for final approval.



<b>Status</b> – [Confidential/Non confidential]	Confidential/Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes/No		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



**RELOCATION AND REMOVAL SCHEME POLICY**

**REFERENCE: PL/HR/2018/002**

Policy Owner	Director of Organisational Development
Lead Officer	HR Manager
Review Officer	HR Advisor
Date first approved by BoM	11 October 2010
First Review Date	July 2012
Date review approved by BoM	18 December 2018
Next Review Date	July 2021
Equality impact assessment	15 May 2018
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
HR Manager	20.06.13	Reviewed by BoM
HR Manager	18.12.18	Review approved by BoM

## **Contents**

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

## 1. Policy Statement

As part of the College's commitment to securing the services of new staff, the College aims to support eligible employees who are required to move home in order to take up an appointment with Inverness College UHI and are approved for relocation and removal. It addresses relocation, removals, temporary accommodation and allowances. Notification of entitlement to relocation and removal assistance will be confirmed in the post details given to job applicants.

The policy and procedure will only apply where prior agreement is reached when advertising and when a move is of more than fifty miles from the original residence. Consideration may be given to the provision of relocation assistance where a move is less than 50 miles but this would only be in exceptional circumstances. Staff must not use this policy as authority to commit themselves to expenditure in relation to relocation or removal. All removal expenses must be authorised in advance. ~~The~~ This Policy is intended to support relocation and should not be used by staff for financial gain.

## 2. Legislative framework / related policies

- 2.1. Employment Rights Act 1996
- ~~2.2.~~ 2.2. General Data Protection Regulation ~~(2016/679 EU)~~
- ~~2.2.2.3.~~ 2.2.2.3. Data Protection Act 2018
- ~~2.3.~~ 2.3. Preventing Fraud and Corruption Policy
- 2.4. Income Tax (Earnings and Pensions) Act 2003
- 2.5. The Equal Pay Act 1970 (Amendment) Regulations 2003
- ~~2.6.~~ 2.6. The Immigration, Asylum and Nationality Act 2006
- ~~2.6.2.7.~~ 2.6.2.7. UK Borders Act 2007
- ~~2.8.~~ 2.8. Inverness College Staff Recruitment and Selection Policy and Procedure
- ~~2.7.2.9.~~ 2.7.2.9. Preventing Fraud and Corruption Policy
- ~~2.8.~~ 2.8. UK Borders Act 2017

## 3. Scope

- 3.1. The Relocation and Removal scheme applies to new employees of Inverness College UHI who have been appointed following a successful external recruitment exercise and are eligible for removal allowances as agreed at Staff Resource Panel in advance of advertising.

## 4. Compliance

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

## **5. Monitoring**

5.1. The Relocation and Removal Scheme— Policy will be monitored and its implementation evaluated. Appropriate procedures for monitoring and evaluation are the responsibility of the lead officer. These procedures will be subject to audit by the Quality Unit.

Further monitoring will be provided to the HR Committee in consideration with College wide recruitment activity and the number of instances whereby Relocation and Removal support is applied.

## **6. Review**

6.1. The Relocation and Removal Scheme Policy and Procedure will be subject to ongoing review in accordance with the development of the College recruitment strategy and normally reviewed every 3 years.

<b>Subject/Title:</b>	Maternity & Parenting Leave Policy
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	BoM HR
<b>Meeting Date:</b>	28 November 2019
<b>Date Paper prepared:</b>	4 October 2019
<b>Brief Summary of the paper:</b>	To inform the committee of the changes to the revised Maternity & Parenting Leave Policy. Track changes are switched on and the Director of Organisational Development will answer any queries the panel may have.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	The committee is asked to discuss the revised Maternity & Parenting Leave Policy and approve these for progression to the next stage of approval.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	The policy & procedure were discussed at Scrutiny Panel (10 September 2019), submitted for Staff consultation and to JCC and then at SMT (19 September 2019). Following approval by BoM HR committee the policy will progress to full BoM for final approval.

<b>Status</b> – [Confidential/Non confidential]	Confidential/Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes/No		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



## MATERNITY & PARENTING LEAVE POLICY

REFERENCE PL/HR/2017/001

Policy Owner	Director of Organisational Development
Lead Officer	HR Manager
Review Officer	HR Business Partner
Date first approved by BoM	9 June 2008
First Review Date	26 March 2012
Date review approved by BoM	28 March 2017
Next Review Date	June 2022
Equality impact assessment	11 April 2012, 3 February 2017
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
HR Manager	09/06/2008	Review approved by BoM
HR Manager	26/03/2012	Review approved by BoM
HR Manager	28/03/2017	Review approved by BoM



## **Contents**

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

## 1. Policy Statement

Inverness College recognises the importance of a positive approach to ensuring that as far as practicable employees are able to combine their career and family responsibilities. This will assist the College to operate effectively, provide the necessary support to employees and ensure that all employees are treated in a consistent and fair manner and in accordance with relevant legislation.

This policy sets out the arrangements for:

- Maternity leave and pay.
- Adoption leave and pay.
- Paternity leave and pay
- Fertility leave and pay
- Shared parental leave and pay

Inverness College is committed to introducing, developing and supporting a family-friendly environment that supports individuals and encourages their ongoing contribution to the organisation.

The aim of this policy, and the supporting procedures, is to provide employees, line managers and HR staff with important information regarding:

- Working whilst pregnant.
- Applying for Maternity or Adoption Leave.
- What happens during Maternity or Adoption Leave.
- The assistance available.
- Rights regarding return to work.
- Ordinary Parental, Shared Parental, Paternity & Adoption Support Leave.
- Requests for Fertility leave.

In addition, this policy aims to ensure consistency of approach in line with employment legislation and Inverness College's commitment to good employment practice.

## 2. Legislative framework/related policies

~~2.1. The Employment Protection (Consolidation) Act 1978, Section 31a.~~

~~2.2.2.1.~~ The Employment Relations Act 1999.

~~2.3.2.2.~~ The Maternity and Parental Leave (Amendment) Regulations 2002.

~~2.4.2.3.~~ Additional Statutory Paternity Pay (weekly rates) Regulations 2010.

~~2.5.2.4.~~ Additional Paternity Leave Regulations 2010.

~~2.6.2.5.~~ Shared Parental Leave Regulations 2014

~~2.6.~~ The Employment Act 2002.

2.7. [The Employment Rights Act 1996](#)

2.8. The Equality Act 2010

2.9. Occupational Maternity provisions above statutory minimums for academic and support staff are outlined in relation to the Scheme of Salaries and Conditions of Service for Academic Staff and Terms and Conditions of Employment for College Support Staff.

## 3. Scope

3.1. This policy applies to all Inverness College staff who qualify under the various conditions outlined in the policy.

## 4. Compliance

4.1. This policy and associated procedures must be complied with and will be audited regularly with reports going to the appropriate committees.

4.2. This document is compliant with the Maternity, Adoption, Ordinary Parental Leave and Shared Parental Leave Regulations as detailed in the 'Legislative framework/related polices' above.

## 5. Monitoring

5.1. Each College policy will be monitored and its implementation evaluated.

Appropriate procedures for monitoring and evaluation are the responsibility of the lead officer. These procedures will be subject to audit by the Quality Unit.

5.2. The following maternity or adoption Performance Indicators will be used to monitor implementation:

5.2.1. Quarterly reporting of numbers of employees on maternity, paternity, fertility or adoption leave with associated data analysis.

5.2.2. Utilisation of 'Keeping in Touch' Days.

5.2.3. Average number of sick days per employee.

5.2.4. Breakdowns will be by department.

## 6. Review

6.1. This policy will be reviewed on a 3 yearly basis, or sooner if legislative change requires to ensure currency of content and procedures and will amend the policy as a result of any agreed changes to the terms and conditions of academic and/or support staff as a result of agreements reached at JNC.



## Board of Management

<b>Subject/Title:</b>	Organisation and Professional Development Strategy – Review of Progress
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	November 2019
<b>Date Paper prepared:</b>	11 September 2019
<b>Brief Summary of the paper:</b>	Outline progress to date
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"><li>• compliance</li><li>• partnership services</li><li>• risk management</li><li>• strategic plan</li><li>• new opportunity/change</li></ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	All staff

<b>Status</b> – [Confidential/Non confidential]	Non Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Organisation and Professional Development Strategy – Review of Progress

### **Strategic Objective 1:**

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

We will achieve this by:

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

### **What we achieved in 2018/19**

We continued to review our management and leadership programmes to equip current and future managers with the skills they need in line with the college culture and values.

Managers have been involved in moulding the management behaviours for the future around the ABC vision. Ambitious, Bold and Creative. The personal skills framework has been reviewed to bring this to life and for managers to use as a tool in discussions with their staff. The barometer has also been a focus for performance management. While in draft form we are engaging with our managers to help them use the barometer to identify development needs areas of focus for their teams.

LEAD 4 was launched addressing the following areas; management communications, constructive feedback and staff development coaching and mentoring.

In line with our commitment that all line managers (and aspiring managers) should have a minimum level 6 qualification in management, a cohort of six new and aspiring managers undertook the first unit in this qualification in 2017/18 and will complete the second unit in 2018/19.

Furthermore and to develop management capacities further, four of our managers successfully progressed from level 6 to level 8 and completed the CMI qualification in Management and Leadership. They undertook the qualification through CDN and benefitted from both the course learning and the opportunity to work with managers from a range of other institutions.

Lastly and on successful completion of the level 6 and 8 one of our managers successfully completed this level 11 course through CDN and also welcomed the opportunity to learn alongside colleagues from other institutions.

The focus for this year will be greater engagement in the curriculum review process ensuring that the skills and attributes for the workforce for the future are fully captured and that workforce planning aligns to ensure future proofing. Building on the investments we are making which include in the last year 28 staff supported to undertake higher level study; 5 studying at undergraduate level, 19 at postgraduate level and 4 at PhD level. Our teaching qualification programme continues with over 90% of our staff either studying for or having completed a recognised teaching qualification.

Going forward in a tight fiscal environment workforce planning has been a key focus. A draft workforce plan is in development focussing on:

1. Tight vacancy management and succession planning
2. Efficient curriculum management
3. Promoting attendance, wellbeing and resilience
4. Focussing staff development on digital skills and teacher training.
5. Greater link between curriculum review and skills development

**Strategic objective 2:**

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

We will achieve this by:

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

**What we achieved in 2018/19**

Staff consultation has continued in light of the vision for an inclusive professional staffing structure built around career progression pathways. The UHI learning teaching and enhancement strategy and Scotland's Colleges standards for professional lecturers has been mapped in light of the requirements for teaching staff. Further review of this at a UHI level is a focus going forward. This includes the 'Progressive Academic Structure' (PAS)

which has gained credibility through discussions at Programme Board Level. The PAS is now an agenda item at the UHI HR Directors Practitioner Group.

**Strategic objective 3:**

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

We will achieve this by:

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

**What we achieved in 2018/19**

The personal skills framework and PDR has had a second review over the year. Managers through LEAD 4 have been engaged in defining the skills and behaviours necessary to realise our vision. HASMAP, IIP and customer service excellence and other quality frameworks have been used successfully to guide action and move the college forward.

In the last year the college has been successful in their reaccreditation for IIP Gold and Customer Service Excellence. The IIP review in 2018/19 included for the first time an all staff survey which again re-enforced our priorities going forward and recognised our focus on quality and continuous improvement.

**Strategic objective 4:**

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

We will achieve this by:

- Developing an organisational coaching and mentoring programme to develop the capacity for dispersed leadership throughout the organisation;
- Developing opportunities for leadership of cross-college initiatives at all levels within the organisation;



- Providing mechanisms that encourage cross departmental, and cross partnership working and development;
- Recognising and celebrating success and learning in cross college projects;

### **What we achieved in 2018/19**

LEAD 4 sessions have introduced managers to coaching and mentoring techniques. The Head of Research Development has been closely engaged in developing a UHI coaching and mentoring programme and this will be a focus this year.

Staff and Managers have been engaged in a number of cross college and cross network developments. The single policy environment and other activities led by UHI Vice Principal for FE have been welcomed by staff and managers as an opportunity to streamline FE processes. IC UHI staff have led a number of developments including Student records procedures and at college level environmental and sustainability projects aimed at reducing the colleges carbon footprint but also wider developments.

The ABC garden has been a particular area of success and an example of college teams coming together and addressing a college need to improve the sustainability of our outside spaces.

#### **Strategic objective 5:**

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

We will achieve this by:

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

### **What we achieved in 2018/19**

We continue to take the opportunity through I-connect and social media to recognise effort and achievement across a range of staff and student achievements not limited to those that are work related. College staff continue to participate in activities which contribute to social and charitable causes.

A focus going forward for staff development will be closer engagement with industry practice. The development and growth in workplace assessment and competition from other training providers for Modern Apprenticeship places will put a heavier focus on this activity over the coming year.

The area of staff and student wellbeing is broad, taking in mental health, resilience, retention and attainment, additional support requirements and more. With each passing academic session, there is a reported increase in the proportion of students with additional support requirements, and a general rise in students presenting with significant mental health issues or conditions.

Supporting this requires a range of skills across our workforce, from individual resilience and understanding of individual wellbeing, to the provision of specialised staff who support students with significant needs. Doing this effectively will continue to be a focus going forward.

Stress management and wellbeing and the change in focus for the Health and Safety Committee to ensure we continue to provide a supportive working environment is a focus for this year to include a range of services for staff and developments for managers including a refreshed occupational health provision and employee assistance programme.

#### **Strategic objective 6:**

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

We will achieve this by:

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

#### **What we achieved in 2018/19**

2018/19 saw a further increase in the range and number of opportunities provided to staff to engage in CPD and thereby fulfil their commitment to undertake a minimum expectation of 6 days CPD per academic session (pro rata for part-time, fixed term and variable staff) in accordance with our Professional Development Policy (2.5).

Our Corporate Induction programme ran four times in 2018/19, with a total of 62 new staff attending:

We continued to amend our programme in line with organisational priorities and staff feedback. In 2017/18 we introduced new sections on Corporate Parenting, Student Carers and Mental Health Wellbeing.

Our two day learning and teaching induction ran in August 2018 and January 2019 with a total of 25 new teaching staff attending.

In response to feedback from staff, we provided additional time for digital skills development. The programme also included a twilight session to gain feedback and provide support to staff once they had started teaching.

A wide range of mandatory training took place throughout the year including Assessor & Verifier qualifications, first aid training and subject specific training to enable staff to obtain/maintain a variety of registrations.

The most significant development in 2018/19 however was the introduction of Brightspace and all staff training on the updated VLE.

Opportunities for staff to engage in research were promoted throughout the year and a Research Working Group for all staff met to discuss research ideas and provide support for staff who wished to apply for research funding.

4 development days for all staff took place in 2018/19. A wide variety of workshops and training sessions were available for staff.

A successful conference for all staff was held on 27 June 2018. The theme was *Sustainability* and staff engaged with a number of workshops and events on the day based around financial, environment and social sustainability.

## Board of Management

<b>Subject/Title:</b>	Human Resources Report Quarter 1 2019-20
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	19 November 2019
<b>Date Paper prepared:</b>	14 November 2019
<b>Brief Summary of the paper:</b>	This report presents qualitative analysis of key HR measures surrounding turnover and absence.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Enhancing Performance
<b>Resource implications:</b>	No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	SMT

<b>Status</b> – [Confidential/Non confidential]	Non-confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]			
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Human Resources Report Quarter 1 2019-20

### 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 Q1 2019/20 was 5.8%, a 1.6% increase from the previous quarter (4.2% in Q4 2018/19) and a decrease of 0.7% compared with Quarter 1 in 2018/19 (6.5%).

Staff turnover for core staff only (excluding fixed term contracts) in Q1 2019/20 was 4.4%, an increase of 2.3% from the previous quarter (2.1% in Q4 2018/19) and a 0.5% decrease when compared with Q1 in 2018/19 (4.9%).

#### 2. Headcount and FTE

In Q1 2019/20, Average Headcount was 412, 386 permanent employees, with 26 on fixed-term contracts.

Q1 2019/20, average FTE was 347.3, 328 FTE being permanent employees and 19.3 FTE being fixed-term.

Summary of supply FTE in Q1 2019/20 compared with previous quarters:

Average FTE - Supply	Q1 2019/20	Q4 2018/19	Q3 2018/19	Q2 2018/19
Supply Teaching	3.5	6.6	11.8	7.9
Supply Support	2.6	3.6	2.3	3.6
<b>Total</b>	<b>6.1</b>	<b>10.2</b>	<b>14.1</b>	<b>11.5</b>

Summary of teaching staff FTE and contract type in Q1 2019/20 compared with previous quarters. Teaching Management in quarter 1 represents an increase of 8 fte on previous quarter as a result of the appointment of new Heads/Depute Heads of School.

Average FTE - Academic	Q1 2019/20	Q4 2018/19	Q3 2018/19	Q2 2018/19
Permanent Teaching Staff	147.3	152.4	141.5	146.9
Fixed-Term Teaching Staff	0.2	0	4.1	4.4
<b>Total</b>	<b>147.5</b>	<b>152.4</b>	<b>145.6</b>	<b>151.3</b>

Summary of support staff FTE and contract type in in Q1 2019/20 compared with previous quarters:

<b>Average FTE - Support</b>	<b>Q1 2019/20</b>	<b>Q4 2018/19</b>	<b>Q3 2018/19</b>	<b>Q2 2018/19</b>
Permanent Support Staff	152.8	141.6	138.4	137.4
Fixed-Term Support Staff	19.1	25.3	30	26.2
<b>Total</b>	<b>171.9</b>	<b>166.9</b>	<b>168.4</b>	<b>163.6</b>

Work is ongoing with the finance team to set these figures in light of overall staffing cost and income. Also further disaggregation at a strategic level to demonstrate the variance quarter on quarter for other staff groups.

### 3. Leavers

There were 24 leavers in Q1 2019/20, 13 resignations, 6 end of fixed-term contracts (FTC), 4 retirements and 1 dismissal:

<b>Job Classification Description</b>	<b>Headcount</b>	<b>Total FTE</b>	<b>Reason for leaving</b>
Support Management SMT Established	1	1.0	1 x Resignation
Support Staff Established	9	7.47	7 x Resignations 1 x End of FTC 1 x Dismissal
Support Staff Non-Established	7	5.0	5 x End of FTC 2 x Resignations
Support Term-Time Only Established	2	1.36	2 x Resignations
Teaching Staff Established	5	4.10	4 x Retirement 1 x Resignation
<b>Total</b>	<b>24</b>	<b>18.93</b>	

Of the 13 resignations, 9 were due to staff moving onto opportunities with other organisations, including Scottish Government, Skills Development Scotland and Highland Hospice. 2 resignations were due to staff moving away from the area whilst 1 was due to the job not meeting expectations. The Support SMT resignation was mutually agreed.

There were 2 resignations from within the Access and Progression department; 1 from Business Development; 1 from CREATE; 1 from Creative Arts; 2 from Early Years and Childcare Services; 1 from Education and Applied Science; 1 from Finance; 1 from Health and Safety; 1 from Library and LRC; and 1 from Research.

### 4. Starters

There were 29 starters in Q1 2019/20 as outlined in the table below:

<b>Job Classification Description</b>	<b>No. of Starters</b>	<b>Total FTE</b>
Support Management SMT Established	1	1
Support Staff Established Position	7	6.60
Support Staff Non-Established Position	7	3.19
Support Term Time Only Established	6	4.37
Support TTO Non-Established	1	0.21
Teaching Staff Established Position	7	4.99
<b>Total</b>	<b>29</b>	<b>20.35</b>

The support management SMT permanent contract appointed was a direct backfill for the Head of Optometry.

Of the 7 support staff permanent contracts appointed, 1 was a new post (Assessor/Trainer – Construction), and 6 were direct backfills for leavers:

- Human Resources Assistant
- Research Development Facilitator
- Wellbeing and Learning Support Manager
- Personal Development Advisor (x2)
- Business Solutions Advisor

Of the 7 support staff fixed-term contracts appointed, 3 constituted the new intake of commercial Hair & Beauty Therapists; 1 was a new Intern Coordinator for Commercial Services and Events; 1 was a new Student Intern for CREATE; 1 was a direct backfill due to a resignation (Assessor/Trainer - Engineering); and 1 was a new Learning and Support Assistant (Skillzone) following re-approval of funding.

## **5. Transfers, secondments and flexible working requests**

In Quarter 1 2019/20, there were 6 internal promotions to the new Depute Head of School posts.

6 permanent support staff were successful at interview for alternative roles within the College:

- Student Records Officer
- Admissions and Student Funding Officer
- Research Development Facilitator
- Quality Officer (x2)
- Business Solutions Advisor

1 member of staff was seconded to a Curriculum Development Officer post in Applied Science following successful approval of funding.



1 flexible working request was approved, with no change to FTE, for a compressed working week over 4 days.

4 fixed-term contracts were extended (3.0 FTE); 1 HR Consultant; and 3 Researchers.

## 6. Absence

Sickness absence in Q1 2019/20 totalled 743.5 days, equivalent to 3.25%.

This is a 0.13% increase from Q4 2018/19 (3.12%).

This is an increase compared to Q1 2018/19 (2.4%), a decrease compared to Q1 2017/18 (3.2%), and an increase compared to Q1 2016/17 (2.2%).

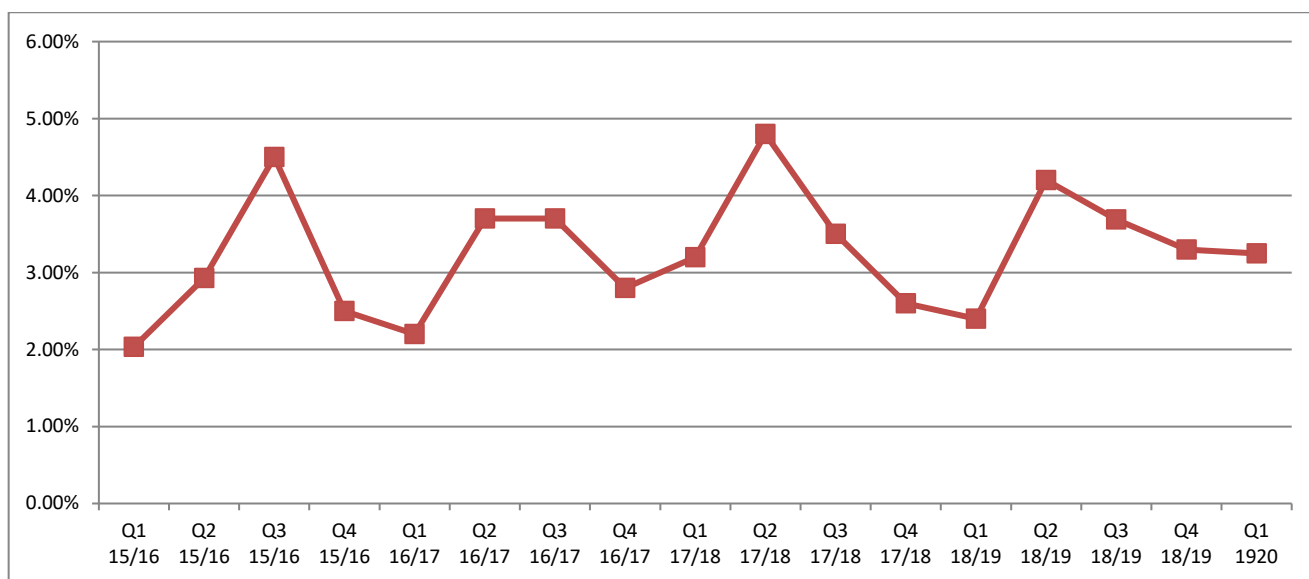
Summary of days lost compared with previous quarter and previous years:

Absence Reason		Days lost		Days lost		Days lost
Bacteriological Infection	Q1 19/20	5	Q4 18/19	10	Q3 18/19	19
Bereavement	Q1 19/20	87	Q4 18/19	-	Q3 18/19	-
Cardiac/Circulation	Q1 19/20	51	Q4 18/19	-	Q3 18/19	3
Cold/Flu	Q1 19/20	59	Q4 18/19	4	Q3 18/19	-
Debility	Q1 19/20	7	Q4 18/19	2	Q3 18/19	13
Digestive System	Q1 19/20	4	Q4 18/19	9	Q3 18/19	36
Dental	Q1 19/20	6	Q4 18/19	3	Q3 18/19	-
Eye Problems	Q1 19/20	6	Q4 18/19	-	Q4 18/19	-
Food Poisoning	Q1 19/20	4.5	Q4 18/19	1	Q3 18/19	-
Gastrointestinal	Q1 19/20	7.5	Q4 18/19	12	Q3 18/19	-
Genitourinary	Q1 19/20	0	Q4 18/19	2	Q3 18/19	-
Gynaecological	Q1 19/20	-	Q4 18/19	14	Q3 18/19	1
Headaches/Migraine	Q1 19/20	5	Q4 18/19	20.5	Q3 18/19	10
Injury	Q1 19/20	66.5	Q4 18/19	29	Q3 18/19	-
Mental Health	Q1 19/20	57	Q4 18/19	77	Q3 18/19	55
Minor Illness	Q1 19/20	21.5	Q4 18/19	48	Q3 18/19	70.5
Multiple Sclerosis	Q1 19/20	1	Q4 18/19	6	Q3 18/19	-
Musculoskeletal	Q1 19/20	27	Q4 18/19	45	Q3 18/19	98
Neurological	Q1 19/20	-	Q4 18/19	-	Q3 18/19	28
Oncological	Q1 19/20	123	Q4 18/19	66	Q3 18/19	66
Phased return to work	Q1 19/20		Q4 18/19	-	Q3 18/19	7
Pregnancy Related	Q1 19/20	16.5	Q4 18/19	2.5	Q3 18/19	2
Respiratory	Q1 19/20	16	Q4 18/19	11	Q3 18/19	6.5
Stress/Anxiety	Q1 19/20	21	Q4 18/19	173.5	Q3 18/19	218
Surgical	Q1 19/20	106	Q4 18/19	145.5	Q3 18/19	85
Viral infection	Q1 19/20	34.5	Q4 18/19	21	Q3 18/19	63
Unknown	Q1 19/20	11.5	Q4 18/19	-	Q3 18/19	2
Long term absence	Q1 19/20	424	Q4 18/19	492	Q3 18/19	444
Short term absence	Q1 19/20	315.5	Q4 18/19	212	Q3 18/19	339

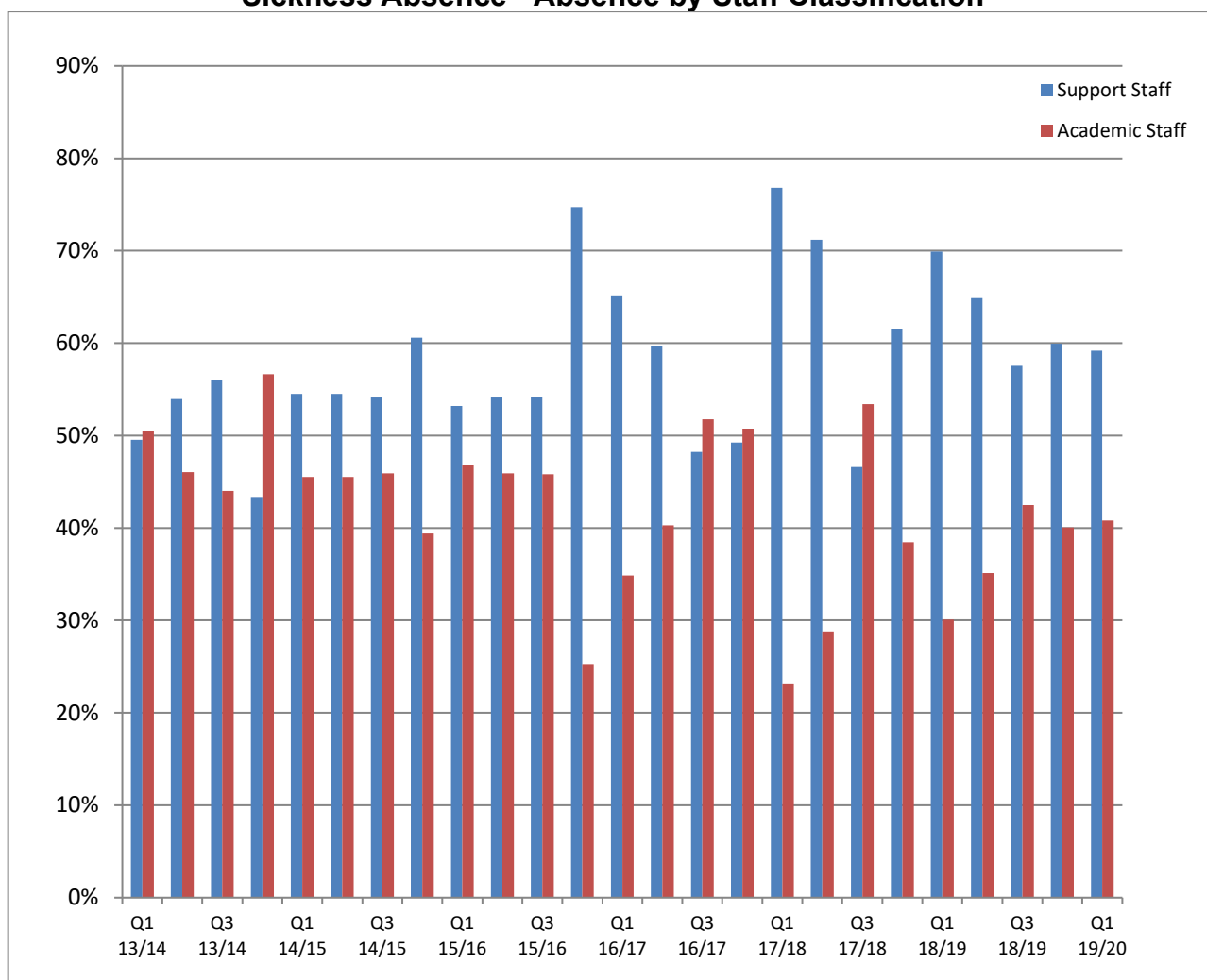
In Q1, 40.82% of all absence was attributable to academic staff and 59.18% to support staff. This is comparable to in Q4 where 40.06% of the total absence was attributable to academic staff and 59.94% to support staff.

Management referrals to Occupational Health (NHS Highland) numbered 15 in Q1 2019/20, relating to employees with long-term sickness absence and general fitness for work, or short-term intermittent absence.

**% 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.

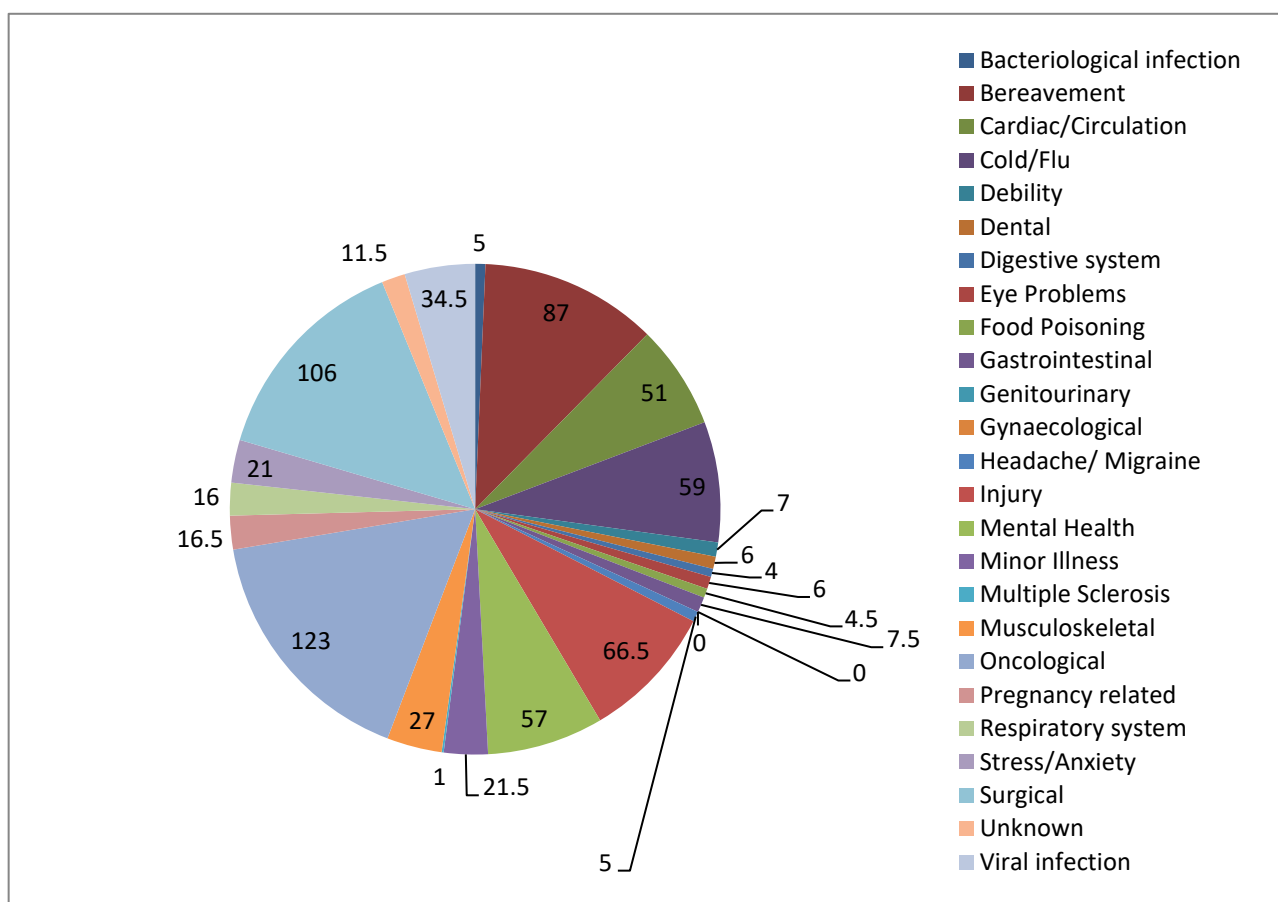
In Q1 2019/20, out of 10 staff who were long-term absent, none were due to stress/anxiety.

Of those 10 cases, 1 each was due to bereavement; cardiac/circulation; mental health; and injury. There were 2 long-term absences due to oncology; and 4 due to surgery.

The most common reason for absence in Quarter 1 2019/20, based upon total number of episodes, was cold/flu, with a total of 59 days lost across 28 episodes (7.9% of total absence and 26 individuals). The second most common reason was viral infection, with 34.5 days lost across 16 episodes (4.6% of total absence and 15 individuals). The third most common reason for absence was minor illness, with a total of 21.5 days lost across 13 episodes (2.9% of total absence and 12 individuals).

Oncological absence accounted for the greatest proportion of absence in Q1 2019/20 (16.5% of total absence and 2 individuals). The second greatest proportion of absence in Q1 2019/20 was attributable to surgery (14.3% and 6 individuals); followed by bereavement (11.7% and 3 individuals).

**Days Lost by Absence Reason (Q1 2019/20)**





## Board of Management

<b>Subject/Title:</b>	Workforce Planning
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisation Development
<b>Meeting:</b>	HR Committee
<b>Meeting Date:</b>	28 November 2019
<b>Date Paper prepared:</b>	20 November 2019
<b>Brief Summary of the paper:</b>	Building on the Finance Strategy approved at the Finance and General Purposes Committee in February 2019 and the Organisation and Professional Development Strategy 2017 - 2020; this report provides an update on my report to Board in March 2019 and the key areas of focus in the draft workforce plan for 2020-2025.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discuss
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"><li>• compliance</li><li>• partnership services</li><li>• risk management</li><li>• strategic plan</li><li>• new opportunity/change</li></ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should <b>not</b> 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)	X	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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Board of Management

<b>Subject/Title:</b>	National Bargaining
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	28 November 2019
<b>Date Paper prepared:</b>	22 November 2019
<b>Brief Summary of the paper:</b>	To report on the latest developments in pay and conditions collective bargaining.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	NO		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Board of Management

<b>Subject/Title:</b>	Half Yearly Employment Law Update
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	28 November 2019
<b>Date Paper prepared:</b>	20 November 2019
<b>Brief Summary of the paper:</b>	This paper sets out a summary of the key employment law developments over the last 6 months and any actions/implications on the college.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance Risk Management
<b>Resource implications:</b>	No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	



<b>Status</b> – [Confidential/Non confidential]	Non Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Half Yearly Employment Law Update

Topic	Impact / Key policy/Procedure	Progress
<p><b>Employment Status</b></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 and 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 <b>continuous</b> service by <b>1 April 2019</b>. Refer to circular 01/18 and further circular 04/2018</p> <p>Furthermore a technical implementation briefing note has been issued for support staff in light of the April 2018 to 31 August 2020 pay and conditions deal which further sets out parameters for support staff permanency arrangements.</p>	<p>HMRC considerations and on-costs for interim consultants.</p> <p>IR35 potential implications when procuring services.</p> <p>Variable/supply contracts and employment status</p>	<p>.</p> <p>HMRC review of all interim consultants complete.</p> <p>All new interims and consultant contracts for service to complete HMRC on-line IR35 questionnaire.</p> <p>Analysis of staff utilisation on supply contracts and patterns of service complete a total of 8 fe transferred to permanent status in 2018/19.</p> <p>Review of supply contract once further information on the outcome of consultation on the draft bill is complete.</p> <p>Refer to NJNC 01/18, 04/2018 and transfer to permanency.</p> <p>Refer to NJNC STS 05/18</p>
<p><b>Gender Pay Gap Statutory Reporting</b></p> <p>While the college has published its gender pay gap information on an annual basis through our annual equality outcome reports. Last year legislation was passed to make this mandatory for all employers with more than 250 employees. The deadline for publication was <b>the 4 April 2019</b>.</p> <p>Headline Results showed.</p>	<p>Review calculations and presentation in line with the guidance - complete</p> <p>Include in Annual Gender Equality Action Plan Reporting Cycle- complete.</p>	<p>Information published on government website as at 4 April 2019.</p> <p>Access through following link:</p> <p><a href="https://gender-pay-gap.service.gov.uk/wing/employer-details?e=9gFJDrf2qh">https://gender-pay-gap.service.gov.uk/wing/employer-details?e=9gFJDrf2qh</a></p>

Topic	Impact / Key policy/Procedure	Progress
<p>8.8 % pay gap in favour of men which is the same as last year. However, the distribution in each pay quartile shows that women make up more than 50 per cent of all staff in each of the four pay quartiles. This has increased from 58.9 per cent in the top quartile to 64.71 percent in 2017/2018. Conversely the bottom quartile has increased from 76.6 percent to 78.81 per cent in 2017/18.</p> <p>Bottom quartile of the lowest paid are predominantly women and top quartile highest paid is in favour off women.</p>		<a href="#">bin8288rUbxg%21%21</a>
<p><b>National Living Wage/ National Pay and Conditions</b></p> <p>As a result of the collective pay agreement in 18/19 and in line with our contractors' confirmation of 2022 target for application of the living wage, the college made application and joined a number of colleges in Scotland by achieving Living Wage Foundation accreditation.</p>		<p>Formal accreditation as a living wage employer achieved on 31 October 2018.</p>
<p><b>Removal of Employment Tribunal Fees for Claimants</b></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><b>Public Sector Exit Payments (limitation) Bill 2017 - 2019</b></p> <p>Draft Public Sector Exit Payments Bill is due for its second reading debate in parliament on Friday 23 November 2018. The bill proposes that exit payments to public sector workers are capped. While arrangements have been in place for colleges through the SFC to minimise the impact of redundancy payments through a spend to save approach where the impact of the redundancy pay would be recovered over a reasonable period of time (normally three years). Up until now this has not included pension strain costs associated with early retirement. Pension strain and other contractual entitlements for</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
<p>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><b>Trade Union Act 2016</b></p> <p>Specific and detailed arrangements for balloting, pickets and notification of intended industrial action. Introduction of certification officer and requirements for publication of facilities time and provision for charging trade unions for the costs of deduction of subscriptions from payroll.</p> <p>Facilities time now presented in annual accounts statements.</p> <p>Formal statutory ballots must now have a minimum of 50% turnout. For important public services including education 40% of those entitled to vote alongside the 50% threshold. This means that if 100 workers are eligible to vote, at least 50 have to vote at least 40 of the 50 have to vote in favour. This is a much higher threshold than previously. It is likely therefore that indicative ballots in advance of statutory ballots will become more prevalent.</p>		<p>In anticipation of further industrial action ensure readiness with points of compliance with legislation at individual employer level.</p>

## HR Committee

<b>Subject/Title:</b>	External Support Annual Report
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisation Development
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	November 2019
<b>Date Paper prepared:</b>	11 September 2019
<b>Brief Summary of the paper:</b>	This report updates the committee regarding the tender and appointment of the College Occupational Health Service and Legal Services. The review of the Employee assistance Provision supplied by AXA PPP and the ongoing dialogue and developments regarding HR system service provision through CipHR.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Enhancing Performance
<b>Resource implications:</b>	No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: staff utilisation and productivity Organisational:Reputational
<b>Equality and Diversity implications:</b>	Yes <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	SMT

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)