

Meeting	Human Resources Committee
Date and time	Thursday 4 June 2020 at 8.30 a.m.
Location	Microsoft Teams, via Calendar Link

Board Secretary
28 May 2020

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

- 1. MINUTES**
Meeting of the Human Resources Committee held on 12 March 2020
- 2. OUTSTANDING ACTIONS**
Action List

ITEMS FOR DISCUSSION

- 3. WORKFORCE PLANNING - CONFIDENTIAL**
Updated Strategy Document – Director of Organisational Development
 - 4. VOLUNTARY SEVERANCE SCHEME - CONFIDENTIAL**
Report by Director of Operational Development
 - 5. NATIONAL BARGAINING / JOB EVALUATION - CONFIDENTIAL**
Report by Director of Organisational Development
 - 6. RISK REGISTER - CONFIDENTIAL**
 - 7. HUMAN RESOURCES – QUARTER 3 REPORT 2019/20**
Report by Director of Organisational Development
 - 8. EXTERNAL SUPPORT CONFIDENTIAL**
Report by Director of Organisational Development
 - 9. COMMITTEE AND CHAIR EVALUATION**
Report by Board Secretary
-

ITEMS FOR NOTING

10. **EMPLOYEE RELATIONS**
 - a. Minutes of the Meeting of the JCC – 3 March 2020
 - b. Furlough Joint Management Union Statement
11. **HALF YEARLY EMPLOYMENT LAW UPDATE**
Report by Director of Organisational Development
12. **AOCB**
13. **DATE OF NEXT MEETING**

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.

Monitoring of Financial Recovery Plan

Item	Agenda Item
<ul style="list-style-type: none">• Voluntary severance scheme, alternatives to redundancy scheme and roles at risk oversight.	Item 4
<ul style="list-style-type: none">• Oversight of relevant consultation procedures.	Item 4
<ul style="list-style-type: none">• Scrutiny of the impact of ongoing joint national negotiations on the FRP.	Item 5
<ul style="list-style-type: none">• Visibility of the support provided for those individuals leaving our organisation and oversight of the support provided for those remaining as they adjust to the post-FRP context.	Item 3
<ul style="list-style-type: none">• Oversight of those FRP risks specific to the committee and which are encompassed in the committee's ToR.	Item 6

MINUTES OF HUMAN RESOURCES COMMITTEE

12 March 2020 at 08:30

Boardroom, 1 Inverness Campus and by Video Conference (VC)

Present

Innis Montgomery (Chair by VC)

John Wilson (Independent Board Member)

Gillian Galloway (Independent Board member)

Chris O'Neil (Principal)

Lindsay Ferries (Director of Organisational Development)

Roger Sendall (UHI Head of Governance & Records Management (minutes))

Stephanie Thompson (Interim Secretary to College Board of Management)

1. * WELCOME AND APOLOGIES

The chair opened the meeting and noted that a quorum was present.

Apologies were received from Andy Gray and Leanne Mackenzie.

1.2. Declaration of Interest

None.

1.3. Notification of Any Other Competent Business

- Coronavirus - Covid 19 Report.

2. MINUTES OF MEETINGS

2.1. Minute of meeting held on 28th November 2019.

The minute of the meeting held on 28th November 2019 was reviewed and approved.

2.2. Outstanding Actions

Outstanding actions arising from previous meetings were reviewed and discussed. The following points were noted:

2.2.1 Access to procedures – It was noted that the Secretary to the Board of Management would arrange access for Board members to view policy and procedures documentation online. It was noted that the Secretary would also facilitate access to Information Security and Data Protection training modules prior to granting permissions access.

2.2.2 Risk Assessment/HR System - It was noted that the Director of Organisational Development would provide a full review for the next meeting.

3. POLICIES

3.1. Equality Diversity and Inclusivity Policy

The Committee reviewed the draft Equality Diversity and Inclusivity Policy that had been developed as part of the University Partnership's Consistent Tertiary Policy Framework Project. It was noted that the policy had previously been considered and endorsed by the Learning and Teaching Committee. The Committee agreed to recommend that the Board of Management formally adopt and implement the new policy.

4. WORKFORCE PLANNING

The Committee held a confidential discussion on the draft five-year Workforce Plan for 2020-2025 developed by the colleges Senior Management Team. The following points were noted:

- The committee highlighted the importance of developing a robust plan that was appropriate for the future development of the college rather than just reacting to current financial challenges.
- That further work was necessary to develop the plan and to refresh the curriculum offer and that recruitment policies and strategy needed to position the college as an attractive employment opportunity to attract and retain the best staff.
- An updated strategy document would be presented to the next meeting.

5. STRATEGY FOR IIP

The Committee considered a paper prepared by the Director of Organisational Development regarding a cost benefit analysis in relation to continuing with IIP Gold Standard accreditation for another year. It was noted that the Senior Management Team (SMT) had recommended that the college discontinue accreditation with a view to achieving a saving of approximately £20K per annum.

It was noted that the committee supported the recommendation made by SMT not to progress formal accreditation this year, however, the committee stressed the importance of maintaining standards and procedures that were of an equivalent standard.

6. HUMAN RESOURCES REPORT – Q2

The Committee discussed the above report provided by the Director of Organisational Development comprising a qualitative analysis of key performance indicators relating to staff turnover and absence. The following points were noted:

- National Bargaining had led to a substantial increase in staff costs. Whilst some transition funding had been made available to cover core National Bargaining increases this was insufficient in the context of a real term decrease in income and there was a need to change the existing staff profile and to reduce the current FTE to ensure that the college maintained a balanced budget.
- The Principal was currently chairing a Staff Resource Panel on a bi-weekly basis to review any staff changes/appointments and contract extensions. It was noted that the committee felt unsighted on this key workstream. It was noted that the Principal would provide members with a copy of the panel's terms of reference.
- The Committee stressed the need to ensure that all Board members received regular communications about key staffing matters and decisions and requested that management

operate a “no surprises” approach to informing members of issues and key decisions in good time.

- It was noted that the VSS Scheme approved by the Board required all applications for Voluntary Severance to be subject to scrutiny by the Staff Resource Panel. The committee was concerned that the panel composition may be perceived to be not transparent enough and the committee agreed to recommend to the Board of management that the panel should be augmented with independent board member representation to ensure a fair and transparent process was in place. It was noted that this recommendation would be presented to a special extraordinary meeting of the Board of Management later in the day.
- The committee noted that the current coronavirus situation may lead to a significant increase in staff absence. Data reporting categories would need to be adjusted to reflect this unprecedented situation.

7. NATIONAL BARGAINING/JOB EVALUATION

The Committee discussed a confidential paper prepared by the Director of Organisational Development providing an update on the national bargaining process.

It was noted that the Director of Organisational Development was currently developing a risk register for this area and that this would be presented to the committee for consideration at its next meeting. A report on annual performance reviews would also be submitted to the next meeting.

8. JOINT COSULTATIVE COMMITTEE MINUTES

The Committee noted the minutes of the meeting held on 21st January 2020.

9 AOCB

9.1 Coronavirus - Covid 19 Report – The Committee noted a report prepared jointly by the Depute Principal (Academic Development) and the Health and Safety Manager outlining measures taken by the college to prepare for an outbreak of Covid 19.

The Principal advised that the University’s Business Continuity Plan had been initiated and that the Emergency Management Team were meeting the following day.

10. DATE OF NEXT MEETING: 4th June 2020

The meeting closed at 10:15.

Outstanding Actions

Item 2

29 November 2018				
	Consider how to provide Board Members with access to all Human Resource procedures simply to allow them to understand the level of detail included.	Lindsay Ferries Board Secretary	March 2020	Board Secretary to arrange access for Board members to view policies and procedures documentation online along with access to information security and data protection training modules prior to granting access.
26 June 2019				
	A risk assessment covering a wider remit would be prepared and shared	Human Resources Manager/D of Org Dev	March 2020	D of Org Dev will provide a full HR review for the next HR Meeting 28 May 2020

Board of Management

Subject/Title:	Workforce Planning
Author: [Name and Job title]	Lindsay Ferries, Director of Organisation Development
Meeting:	HR Committee
Meeting Date:	4 June 2020
Date Paper prepared:	27 May 2020
Brief Summary of the paper:	Building on the Finance Strategy approved at the Finance and General Purposes Committee in February 2019 and the Organisation and Professional Development Strategy; the plan sets out the workforce planning objectives and actions for 2020 – 2023.
Action requested: [Approval, recommendation, discussion, noting]	Discuss/Agree
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Board of Management

Subject/Title:	Voluntary Severance Scheme
Author: [Name and Job title]	Lindsay Ferries Director of Organisation Development
Meeting:	Board of Management
Meeting Date:	5 June 2020
Date Paper prepared:	28 May 2020
Brief Summary of the paper:	The paper sets out the progress in reaching SFC approval of the Scheme and the consultation arrangements scheduled based on approval being granted early to mid-June. .
Action requested: [Approval, recommendation, discussion, noting]	Approval
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: £300,000 to realise a saving of £1,000,000 over the period of the scheme.
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

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

Board of Management

Subject/Title:	National Bargaining
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	4 June 2020
Date Paper prepared:	28 May 2020
Brief Summary of the paper:	To report on the latest developments in pay and conditions collective bargaining.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Confidential		
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Board of Management

Subject/Title:	Human Resources Report Quarter 3 2019-20
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Human Resources Committee
Meeting Date:	4 June 2020
Date Paper prepared:	25 May 2020
Brief Summary of the paper:	This report presents qualitative analysis of key HR measures surrounding turnover and absence.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Enhancing Performance
Resource implications:	No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	SMT

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

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

Human Resources Report Quarter 3 2019-20

Executive summary

The Human Resources Committee is asked to discuss the report.

Background information

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

Main body of information

1. Turnover

Staff turnover for core staff only (excluding fixed-term contracts) in Q3 2019/20 was 2.1%, a decrease of 0.2% from the previous quarter (2.3% in Q2 2019/20) and a 0.1% decrease when compared with Q3 in 2018/19 (2.2%).

Total staff turnover, including fixed-term contracts coming to an end in Q3 2019/20, was 3.3%, a 0.1% decrease from the previous quarter (3.4 % in Q2 2019/20) and an increase of 0.6% compared with Q3 in 2018/19 (2.7%).

2. Headcount and FTE

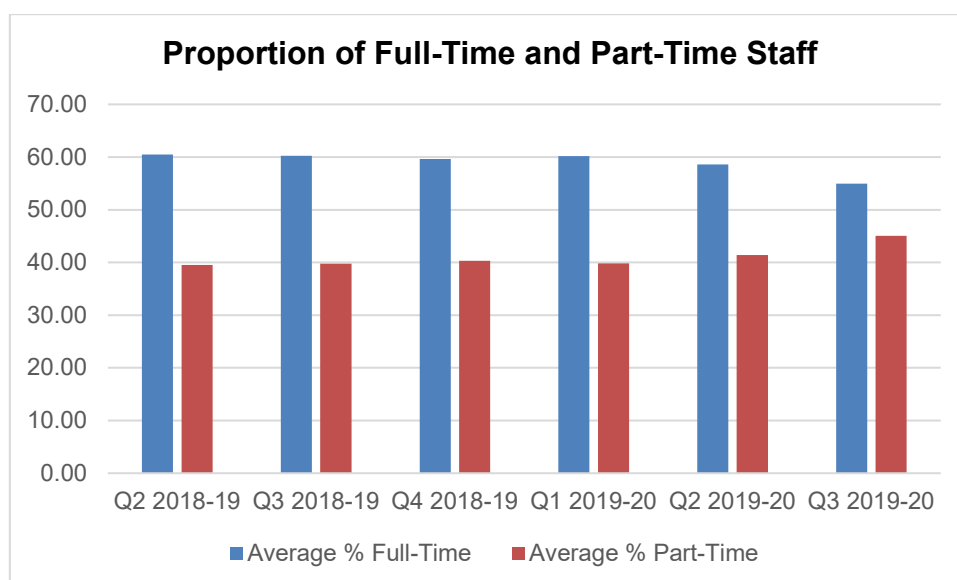
In Q3 2019/20, Average Headcount was 421; 391 being permanent employees, and 30 being on fixed-term contracts. Of these 30 fixed-term contracts, 6 began in Q3.

15 fixed-term contracts are due to end in 2019/20, totalling 8.9 FTE, with the remaining 20 contracts ending as follows:

Quarter FTC ending	FTE	Headcount
2020-21 Q1	2.90	6
2020-21 Q2	4.60	5
2020-21 Q3	1.00	2
2020-21 Q4	3.57	4
2021-22 Q2	1.00	1
2022-23 Q1	0.40	1
2022-23 Q2	1.00	1

In Q3 2019/20, average FTE was 350, 329 FTE being permanent and 21 FTE being fixed-term employees.

The proportion of full-time staff in Q3 2019/20 was 57.96% compared to 42.03% part-time which is comparable to previous quarters:



Summary of actual supply FTE in Q3 2019/20 compared with previous quarters. From Q2 2019/20, supply teaching was separated into planned activity and sickness cover:

Supply FTE (Q ACTUALS)	Q3 2019/20	Q2 2019/20	Q1 2019/20	Q4 2018/19	Q3 2018/19	Q2 2018/19
Supply Teaching - Planned Activity	6.8	5.7	3.9	6.9	11.9	9.7
Supply Teaching - Sickness Cover	0	0.2	-	-	-	-
Supply Support	1.5	1.4	1.5	2.1	1.6	1.5
*Supply Assessors	1.2	1.1	0.9	1.3	1.3	1.2
Total	8.4	8.4	6.3	9.0	14.1	12.4

Summary of teaching staff FTE and contract type in Q3 2019/20 compared with previous quarters, including Teaching Management to demonstrate changes to FTE in response to appointment of Depute Heads of School:

Average FTE (Academic)	Q3 2019/20	Q2 2019/20	Q1 2019/20	Q4 2018/19	Q3 2018/19	Q2 2018/19	Q1 2018/19
Permanent Teaching Staff (Management)	13	13	13	7	7.2	7.7	9
Permanent Teaching Staff	145.6	145.7	147.3	151	141.5	139.2	139
Fixed-Term Teaching Staff	0	0	0.2	1.4	4.1	4.4	4.2
Total	158.6	158.7	160.5	159.4	152.8	151.3	152.2

Summary of support staff FTE and contract type in in Q3 2019/20 compared with previous quarters:

Average FTE (Support)	Q3 2019/20	Q2 2019/20	Q1 2019/20	Q4 2018/19	Q3 2018/19	Q2 2018/19	Q1 2018/19
Permanent Support Staff (Management)	13.8	14.4	14.9	15.3	15.8	14	13
Permanent Support Staff	145.9	144.6	144.6	136.2	135.4	135.9	133.4
Fixed-Term Support Staff	20.0	18.4	17.6	23.4	26.8	23.6	23.2
Permanent Assessors	10.5	10.9	8.2	5.4	3	1.5	1.5
Fixed-Term Assessors	1	1	1.5	1.9	3.2	2.6	1.6
Total	191.2	189.3	186.8	182.2	184.2	177.6	172.7

3. Leavers

There were 13 leavers in Q3 2019/20; 6 resignations, 4 end of fixed-term contracts, 1 retirement, 1 ill health retirement and 1 death in service.

Job Classification Description	Headcount	Total FTE	Reason for leaving
Support Staff Established	4	2.17	1 x End of FTC 1 x Resignations 1 x Retiral 1 x Ill Health retiral
Support Staff Non-Established	5	2.89	3 x End of FTC 2 x Resignations
Support Term-Time Only Established	1	0.21	1 x Resignation
Teaching Staff Established	3	2.6	2 x Resignations 1 x Death in Service
Total	13	7.87	

Of the 6 resignations, 4 were due to staff moving onto opportunities with other organisations, including with *Highland Council*, *Robert Gordon University*, and a commercial salon.

The remaining 2 resignations were due to childcare and a relocation to England.

There were 2 resignations from staff in Front of House, 2 from Engineering Technology, and 1 each from Access & Progression and the Commercial Salon.

Of the 13 leavers, only 0.41 FTE was backfilled for resignations in Front of House. For the remaining **7.46 FTE** no backfill has been approved. These will be seen as reductions in quarter 4.

Future confirmed reductions in FTE in 2020/2021 **not** being backfilled are as follows:

Job Title (Academic)	FTE	Reason	Effective Date
Lecturer – Care Practice	0.2	Phased Retirement	01 Sep 2020
Lecturer – Sport	0.2	Phased Retirement	01 Sep 2020
Lecturer – Creative Arts	0.2	Phased Retirement	01 Sep 2020
Lecturer - Hospitality	1.0	Retirement	01 Sep 2020
Lecturer – Creative Arts	0.1	Resignation	01 Sep 2020
Total	1.7		

4. Starters

There were 15 starters in Q3 2019/20 as outlined in the table below:

Job Classification Description	No. of Starters	Total FTE
Support Staff Established Position	6	5.2
Assessors Established	1	0.8
Support Staff Non-Established Position	5	3.2
Support TTO Established	1	0.93
Support TTO Non-Established	2	1.15
Total	15	11.28

Of the 8 Support staff **permanent** contracts appointed;

2 were new posts:

- Assessor/Trainer - Built Environment
- Modern Apprentice Chef

6 were backfills for established posts:

- Director of Centre for Remote and Rural Communities
- Information Systems Manager (formerly Information Systems Specialist)
- Secretary to the Board of Management
- College Support Administrator (0.6 FTE)
- Student Records Exams Officer
- Childcare Practitioner

Of the 7 support staff **fixed-term** contracts appointed;

- Mental Health and Counselling Officer - funded through UHI
- Modern Apprentice - Business Administration
- Student Intern - Learning Technologist
- Student Intern - Front of House
- Student Engagement Officer (maternity cover)
- Learning Support Assistant Skillzone (backfill for resignation) – funded
- College Support Administrator (0.5 FTE)

5. Transfers, secondments and flexible working requests

1 member of staff was seconded to a Role Analyst post with Colleges Scotland as part of the National Job Evaluation project. This is a fully funded secondment.

10 flexible working requests were submitted in Q3 2019/20 and 9 were approved. Of those requests approved, 8 were for a reduction in hours and 1 a change in working pattern.

Of the 8 FTE reductions, there was an immediate decrease of 0.5 FTE within Q3 2019/20, with no backfill. A further 0.5 FTE reduction is scheduled for Q4 2019/20 with backfill approved, and a further 0.5 FTE reduction is scheduled for Q1 2020/21, with no backfill approved. This represents a total recurrent **1.5 FTE saving** from 2020/21 onwards.

Of the 9 flexible working requests approved, 8 were from female staff and 1 was from a male member of staff. 6 were for support and 3 were for academic staff. The 1 flexible working request which was not approved was for a female academic member of staff.

6. Other staff savings – furlough

Due to the ongoing coronavirus pandemic, 42 staff have been placed on furlough leave, initially until 30 June 2020 as follows:

Department	Total Headcount	Total FTE
Hospitality	20	15.54
ELCC	15	10.4
Research	7	4.4
Total	42	30.34

This represents monthly savings as follows:

Month 19/20	Saving
March	£9,661.51
April	£34,536.85
May	£44,237.09
June	£40,000.00
Total	£128,435.45

In Q3 this represents a total saving of **£44,197.36**.

7. Absence

Sickness absence in Q3 2019/20 totalled 583.5 days, equivalent to 2.6%.

This is a 1.4% decrease from Q2 2019/20 (4%).

This is also a decrease compared to Q3 2018/19 (3.7%), a decrease compared to Q3 2017/18 (3.5%), and a decrease compared to Q3 2016/17 (3.7%).

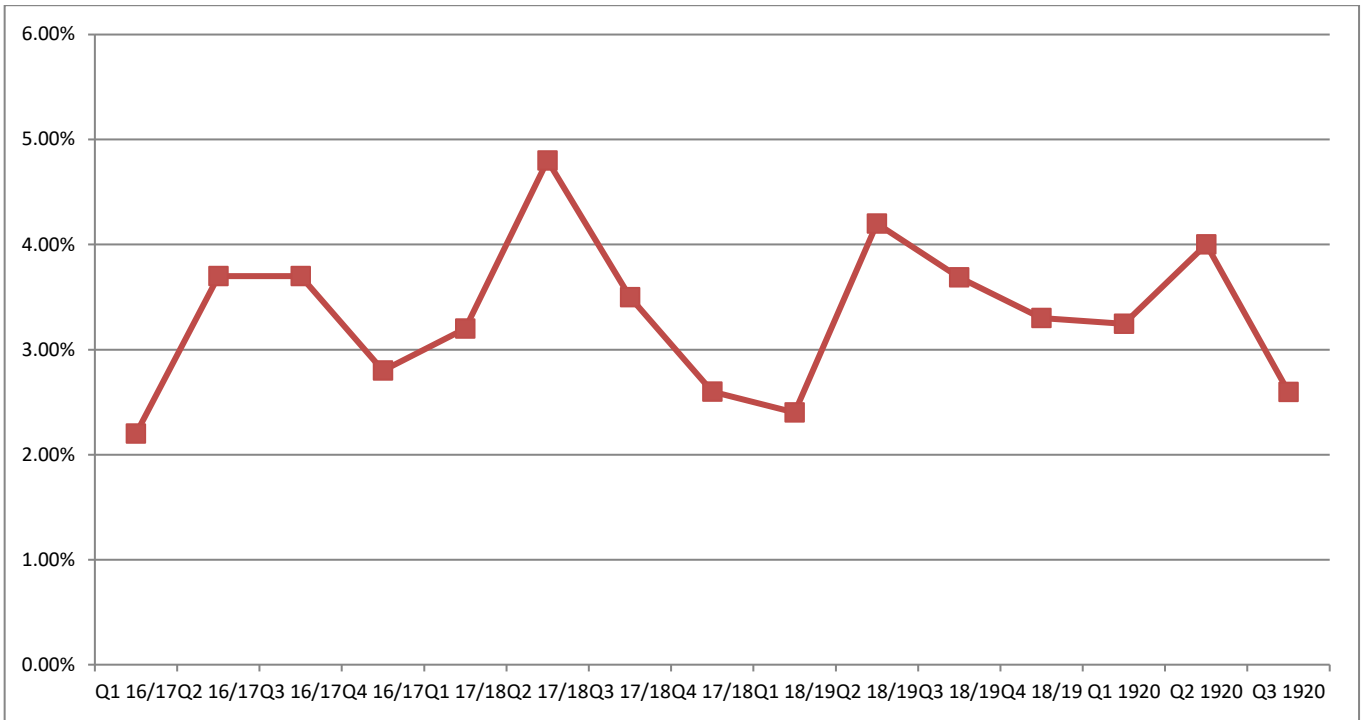
Summary of days lost compared with previous quarters:

Absence Reason	Q3 19/20	Days lost	Q2 19/20	Days lost	Q1 19/20	Days lost
Back Pain	Q3 19/20	6	Q2 19/20	19	Q1 19/20	-
Bacteriological Infection	Q3 19/20	7.5	Q2 19/20	3	Q1 19/20	5
Bereavement	Q3 19/20	16	Q2 19/20	71	Q1 19/20	87
Cardiac/Circulation	Q3 19/20	3	Q2 19/20	66	Q1 19/20	51
Cold/Flu	Q3 19/20	79	Q2 19/20	73.5	Q1 19/20	59
Debility	Q3 19/20	-	Q2 19/20	-	Q1 19/20	7
Dental	Q3 19/20	3	Q2 19/20	2	Q1 19/20	6
Diabetes	Q3 19/20	-	Q2 19/20	3	Q1 19/20	4
Digestive System	Q3 19/20	7.5	Q2 19/20	13	Q1 19/20	4
Eye Problems	Q3 19/20	0.5	Q2 19/20	10	Q1 19/20	6
Food Poisoning	Q3 19/20	-	Q2 19/20	-	Q1 19/20	4.5
Gastrointestinal	Q3 19/20	18	Q2 19/20	34.5	Q1 19/20	7.5
Genitourinary	Q3 19/20	1	Q2 19/20	-	Q1 19/20	0
Gynaecological	Q3 19/20	1.5	Q2 19/20	-	Q1 19/20	-
Headaches/Migraine	Q3 19/20	7.5	Q2 19/20	30.5	Q1 19/20	5
Injury	Q3 19/20	24	Q2 19/20	7.5	Q1 19/20	66.5
Mental Health	Q3 19/20	46	Q2 19/20	20.5	Q1 19/20	57
Minor Illness	Q3 19/20	16.5	Q2 19/20	52.5	Q1 19/20	21.5
Multiple Sclerosis	Q3 19/20	7	Q2 19/20	28	Q1 19/20	1
Musculoskeletal	Q3 19/20	7	Q2 19/20	41	Q1 19/20	27
Neurological	Q3 19/20	66	Q2 19/20	60	Q1 19/20	-
Oncological	Q3 19/20	-	Q2 19/20	90	Q1 19/20	123
Phased return to work	Q3 19/20	-	Q2 19/20	-	Q1 19/20	
Pregnancy Related	Q3 19/20	4	Q2 19/20	1.5	Q1 19/20	16.5
Respiratory	Q3 19/20	33	Q2 19/20	45.5	Q1 19/20	16
Stress/Anxiety	Q3 19/20	136.5	Q2 19/20	103	Q1 19/20	21
Surgical	Q3 19/20	27	Q2 19/20	64	Q1 19/20	106
Viral infection	Q3 19/20	48	Q2 19/20	77	Q1 19/20	34.5
Unknown	Q3 19/20	8	Q2 19/20	-	Q1 19/20	11.5
COVID-19	Q3 19/20	6	Q2 19/20	-	Q1 19/20	-
Self-Isolation (Covid-19)	Q3 19/20	4	Q2 19/20	-	Q1 19/20	-
Long term absence	Q3 19/20	211	Q2 19/20	302	Q1 19/20	424
Short term absence	Q3 19/20	372.5	Q2 19/20	615	Q1 19/20	315.5

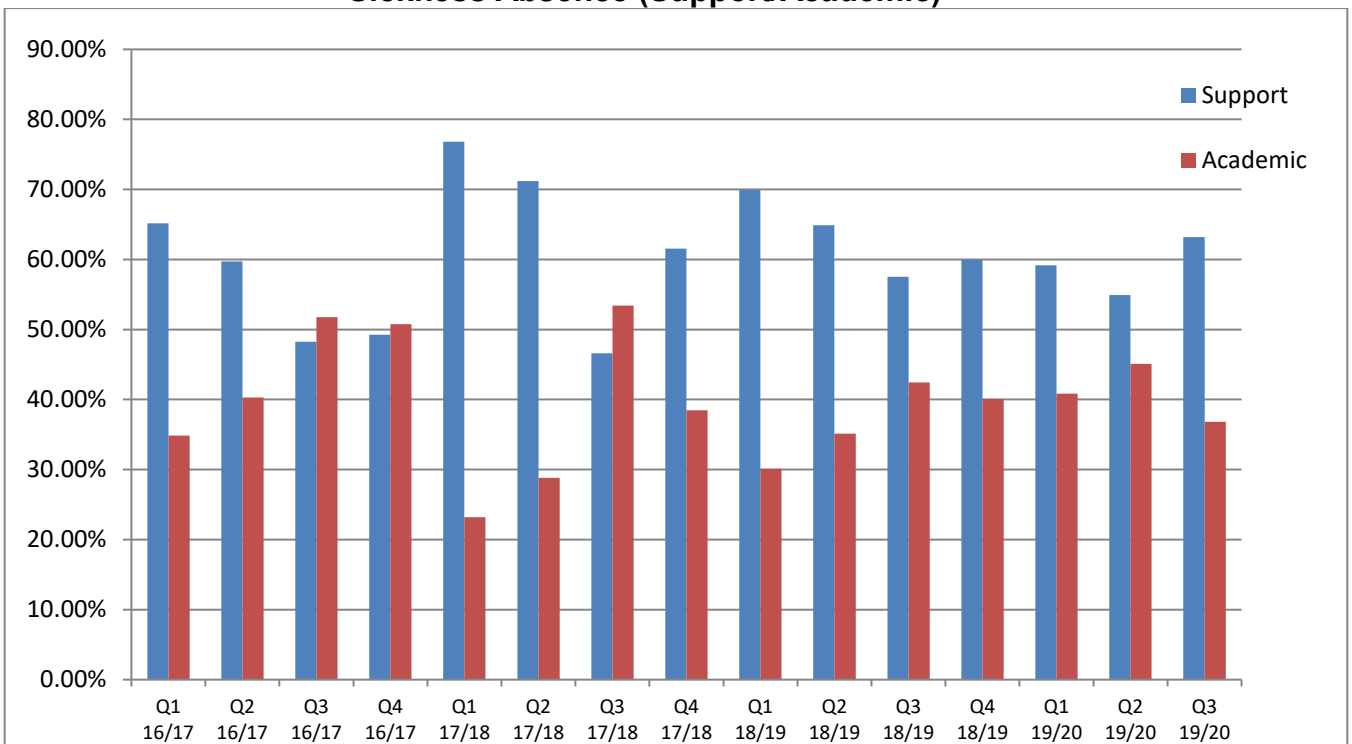
In Q3, 63.2% of absence was attributable to support staff and 36.9% to academic staff. In comparison to Q2, this is a decrease of 8.3% for academic staff absence and an increase of 8.3% for support staff.

Management referrals to Occupational Health (NHS Highland) numbered 10 in Q3 2019/20, relating to employees with long-term sickness absence and general fitness for work, or short-term intermittent absence.

% Absence



Sickness Absence (Support/Academic)



The College’s Promoting Attendance Policy defines long term sickness absence as sickness absence for 13 or more consecutive days in relation to stress/anxiety or, for any other condition, 28 days or more (4 weeks).

In Q3 2019/20, out of 4 staff who were long-term absent; 2 were due to stress/anxiety; and 1 each due to mental health and neurological.

HR Committee

Subject/Title:	External Support Annual Report
Author: [Name and Job title]	Lindsay Ferries, Director of Organisation Development
Meeting:	Human Resources Committee
Meeting Date:	4 June 2020
Date Paper prepared:	29 May 2020
Brief Summary of the paper:	This report updates the committee regarding the tender and appointment of the College Occupational Health Service and Legal Services and management and monitoring of the service. The review of the Employee assistance Provision supplied by AXA PPP and the ongoing dialogue and developments regarding HR system service provision through CipHR and wider strategic considerations.
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 If yes, please specify: Operational: staff utilisation and productivity Organisational: Reputational
Equality and Diversity implications:	Yes If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	SMT

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		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

Board of Management

Subject/Title:	Committee & Chair Evaluation
Author: [Name and Job title]	Lisa Ross, Board Secretary
Meeting:	HR Committee
Meeting Date:	4 June 2020
Date Paper prepared:	20 May 2020
Brief Summary of the paper:	Annual HR Committee and Committee Chair Evaluation Exercises
Action requested: [Approval, recommendation, discussion, noting]	<p>The committee is requested to collectively complete the Committee self-evaluation exercise.</p> <p>The Chair will leave the room and the members will complete the committee chair evaluation exercise.</p>
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	<p>The Code of Good Governance for Scotland's Colleges establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework. One of the five principles around which the code has been developed is effectiveness.</p> <p>Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"</p>
Resource implications:	
Risk implications:	Yes/No Operational: required for the proper Governance of the College
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.			
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Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

Date:

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

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

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

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

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

Evaluation of Human Resources Committee Chair

Chair being evaluated: Innis Montgomery

Circle to indicate
← Tendency →

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

Comments

Completed by Human Resources Committee

Date:.....

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:	4 June 20120
Date Paper prepared:	27 May 2020
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		
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Half Yearly Employment Law Update

Topic	Impact / Key policy/Procedure	Progress
<p>COVID – 19</p> <p>The key employment law development over the last 6 months has been the government support for business through the Corona Virus Pandemic. Arrangements for recording absence and furlough were very quickly put in place and developed and amended as the situation developed.</p> <p>Scottish Government changes their position on Scottish education providers and furlough on 23 April by way of an SFC guidance signalling that colleges and universities could now apply furlough arrangements.</p>	<p>Absence recording processes to capture those staff that were self isolating, shielded, home working and available to respond to incidents. Daily reports provided regarding the status of the staff group ensuring sufficient cover and delivery of the service.</p> <p>Variation of contracts for furlough staff.</p> <p>Development and review of 'working from home' and 'home working' Policies.</p>	<p>Joint Trade Union Management Position locally agreed to furlough staff. Consultations progressed and variation of contract letters issued. Circa 40 staff furloughed within the ELCC, Catering and research.</p> <p>Watching brief to extend furlough over July and thereafter further considerations.</p>
<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 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</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>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 fte transferred to permanent status in 2018/19.</p> <p>Review of supply contract once further information on the outcome of</p>

Topic	Impact / Key policy/Procedure	Progress
<p>continuous service by 1 April 2019. Refer to circular 01/18 and further circular 04/2018</p> <p>Furthermore a technical implementation briefing note has been issued for support staff in light of the April 2018 to 31 August 2020 pay and conditions deal which further sets out parameters for support staff permanency arrangements.</p>		<p>consultation on the draft bill is complete.</p> <p>Refer to NJNC 01/18, 04/2018 and transfer to permanency.</p> <p>Refer to NJNC STS 05/18</p>
<p>Gender Pay Gap Statutory Reporting</p> <p>The deadline for publication was the 4 April 2020 and the college published its figures..</p> <p>Headline Results showed.</p> <p>An increase from 8.8 % to 11% pay gap in favour of men which is an increase on the previous two years . 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>.</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 2020.</p> <p>Access through following link:</p> <p>https://gender-pay-gap.service.gov.uk/view/employer-details?e=9gFJDrf2qhbin8288rUbxg%21%21</p>