

## Board of Management

Meeting	Human Resources Committee
Date and time	Thursday 17 September 2020 at 8.30 a.m.
Location	Microsoft Teams, via Calendar Link

Board Secretary  
10 September 2020

### AGENDA

#### Welcome and Apologies

#### Declarations of Interest

#### ITEMS FOR DECISION

1. **MINUTES**  
Meeting of the Human Resources Committee held on 4 June 2020
2. **OUTSTANDING ACTIONS**  
Action List

#### ITEMS FOR DISCUSSION

3. **WORKFORCE PLANNING – CONFIDENTIAL**  
Verbal Update by HR Manager
4. **VOLUNTARY SEVERANCE SCHEME – CONFIDENTIAL**  
Report by HR Manager
5. **NATIONAL BARGAINING / JOB EVALUATION – CONFIDENTIAL**  
Verbal Update by HR Manager
6. **RISK REGISTER – CONFIDENTIAL**  
Report by Director of Organisational Development
7. **HUMAN RESOURCES – QUARTER 4 REPORT 2019/20**  
Report by HR Manager
8. **EXTERNAL SUPPORT ANNUAL REPORT - CONFIDENTIAL**
  - Report by HR Manager
9. **FEEDBACK ON COMMITTEE AND CHAIR EVALUATION**  
Report by Board Secretary

**10. POLICIES AND PROCEDURES FOR APPROVAL**

- Special Leave Policy
- Staff Code of Conduct Policy
- Staff Recruitment & Selection Policy

**ITEMS FOR NOTING****11. EMPLOYEE RELATIONS**

- a. Minutes of the Meeting of the JCC – 29 June 2020
- b. Minutes of the Meeting of the JCC – 04 August 2020
- c. Minutes of the Meeting Professional Development Committee – 25 June 2020

**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**

<b>Item</b>	<b>Agenda Item</b>
<ul style="list-style-type: none"> <li>• Voluntary severance scheme, alternatives to redundancy scheme and roles at risk oversight.</li> </ul>	Item 4
<ul style="list-style-type: none"> <li>• Oversight of relevant consultation procedures.</li> </ul>	Item 4
<ul style="list-style-type: none"> <li>• Scrutiny of the impact of ongoing joint national negotiations on the FRP.</li> </ul>	Item 5
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	Item 3
<ul style="list-style-type: none"> <li>• Oversight of those FRP risks specific to the committee and which are encompassed in the committee's ToR.</li> </ul>	Item 6



## Board of Management

### MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 4 June 2020

**PRESENT:** Innis Montgomery, Chris O'Neil, John Wilson, Gillian Galloway, Andy Gray, Leanne MacKenzie  
**CHAIR:** Innis Montgomery  
**APOLOGIES:** None  
**ATTENDING:** Director of Organisational Development  
Board Secretary

#### 1. MINUTES

The Minutes of the Meeting of the Human Resources Committee held on 12 March 2020 require one update - the correction of an error within the list of Committee Members present. Pending this change being made the minutes were **AGREED** as a correct record and were **APPROVED**.

#### 2. OUTSTANDING ACTIONS

- Board Members access to policies and procedures – the Board Secretary will, over the summer break, work towards getting this information onto Admin Control to allow all Board Members access.
- Risk Assessment – to be discussed within the agenda. It was **AGREED** that this item can now be removed from the list.

#### 3. VOLUNTARY SEVERANCE SCHEME - **CONFIDENTIAL**

The Director of Organisational Development advised the committee that her confidential report was a live document which had been based on us receiving formal approval of the scheme by the SFC.

The Committee was advised that the scheme had first gone to the RSB who after review had requested further information. On 5 May 2020 the RSB approved the scheme upon which it was then sent to SFC for their approval. We have continued to maintain dialogue with the SFC and have been advised that we should hear from them formally this week.

As such our timeline has been updated on this proviso and if approval is given as expected then we will have 4 weeks before the summer break begins when 60% of staff will be on academic holiday.

Confidential discussions on the scheme took place.

### 4. **WORKFORCE PLANNING – CONFIDENTIAL**

The Committee were advised that section 4 of the plan had been subject to much redevelopment.

The SMT have continued to develop the curriculum to ensure that we have good quality driven analysis of the curriculum; however we still require sight of the regional outcome review which is currently in development and the impact of workforce planning within all regions and the specific implications for ourselves. The Committee were advised that we are continuing to look at where applications are being received and are looking at how each course is performing.

Confidential discussions took place and the Committee felt that our marketing is realistic and that we have already been providing blending learning but noted that we will require to feed into our existing IT infrastructure, continue to work on our finances and look towards a forward thinking co-ordinated approach to the year(s) ahead.

The Committee after discussion **AGREED** that section 4 of the plan still requires further work however we acknowledge the risks which we are facing and continue to be mindful and flexible about the opportunities available to us.

### 5. **NATIONAL BARGAINING/JOB EVALUATION – CONFIDENTIAL**

It was highlighted to the Committee that with regards academic pay and conditions of service a pay settlement date of 1 September 2020 has been set. Discussions had been due to start in mid-March however these have been hampered due to Covid-19 and we have only just had sight of the pay claim. Negotiations are set to continue.

With regards Job Evaluation, the Committee was advised that this had also been delayed due to Covid-19.

### 6. **RISK REGISTER – CONFIDENTIAL**

The Committee acknowledged the work which had been done on the register and noted that the register is being reviewed across all committees to develop how we can best monitor it. It was noted that relevant sections of the register for this Committee included:

- Estates
- Compliance with regards GTFM
- Statutory requirements.
- Financial Recovery Plan – focusing on FTE, staff, redundancy and staff turnover.

However it was acknowledged that most of this monitoring will not be shown on the register and that a quarterly monitoring report showing the key features with milestones may be required.

With regards the Financial Recovery Plan this will continue to be looked at a high level during the monthly Chairs Committee however it was **NOTED** that a narrative for each committee meeting would be helpful. This narrative should be simplified in order for each Committee to focus on their relevant details.

It was **AGREED** that the Principal would have discussions about this with the Chair of Board of Management.

### 7. HUMAN RESOURCES – QUARTER 3 REPORT – 2019/20

The Director of Organisational Development apologised to the committee as unfortunately this report is not where it needs to be and additional information will be available for the report going forward.

The Committee noted the following with regards the Financial Recovery Plan:

- Fixed term contracts are ceasing at the end of their natural term.
- Some full time contracts are being reduced to part time – this is an alternative to redundancy and allows us to reduce the FTE this includes looking at phased retirement.
- The possibility of shadowing staff who are taking phased retirement in order to transfer and extract existing knowledge.
- Increasing the use of trainers and assessors.
- Vacancy Management – all vacant posts are being reviewed with some not being refilled.
- Looking at class sizes and approaches to blended teaching.
- Furloughing of staff has begun with regards the catering and ELCC staff. This has been backdated to March 2020.

The Committee were advised that with regards absence this has improved considerably over the period however it will remain important that we have a strategy going forward as to how to cover sick leave particularly amongst the teaching staff.

The Committee highlighted that concerns had been raised by HISA that the changes discussed could impact on the student experience and it was reported that impact assessments will be carried out before any changes to staffing is made.

*Leanne MacKenzie left the meeting.*

The Committee were informed that PDR will continue to remain a priority and will be factored in to any changes made.

*Gillian Galloway left the meeting.*

### 8. EXTERNAL SUPPORT – **CONFIDENTIAL**

The Director of Organisational Development took the Committee through her confidential report.

## Item 01

The Committee **AGREED** to look at this issue in more depth at the next meeting after further dialogue with other Principals across the partnership.

### 9. COMMITTEE AND CHAIR EVALUATIONS

Due to time constraints the Committee **AGREED** that the Committee and Chair Evaluations would be completed out with this meeting. Anonymised results from these evaluations will be brought back to the September meeting.

### 10. AOCB

The Committee expressed their deepest thanks to the Director of Operational Development for all her work over her time with Inverness College and noted that this would be her final HR Committee Meeting.

### 11. DATE OF NEXT MEETING – Thursday 17 September 2020 at 08.30am.

Signed by the Chair:  
Date:

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 – Ongoing to be completed over the summer.	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.
4 June 2020				
CipHR Contract	Committee to look at this issue in depth at the September meeting with a view to agreeing which option to take.			Sept 20
Committee & Chair Evaluations	Committee and Chair Evaluations to be completed outwith the meeting. Anonymised results to be brought to the September meeting for discussion	Board Secretary		Sept 20

<b>Subject/Title:</b>	Voluntary Severance Scheme
<b>Author:</b> [Name and Job title]	Nicola Quinn, HR Manager
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	17 September 2020
<b>Date Paper prepared:</b>	07 September 2020
<b>Brief Summary of the paper:</b>	The report sets out progress of the College's Voluntary Severance Scheme.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Noting
<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
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational:
<b>Equality and Diversity implications:</b>	
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	



## ITEM 04

<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 – HR Committee

<b>Subject/Title:</b>	Job Evaluation Risk Register
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	HR Committee
<b>Meeting Date:</b>	17 September 2020
<b>Date Paper prepared:</b>	05 June 2020
<b>Brief Summary of the paper:</b>	To provide the HR Committee with an update on the Job Evaluation Risk Register.
<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 If yes, please specify:
<b>Risk implications:</b>	Yes / No If yes, please specify: Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No If yes, please specify:
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

## ITEM 06

<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)	X
Its disclosure would substantially prejudice the commercial interests of <u>any person or organisation</u> (S33)	X	Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Further guidance on application of the exclusions from Freedom of Information legislation is available via

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## Board of Management

<b>Subject/Title:</b>	Human Resources Report Quarter 4 2019-20
<b>Author:</b> [Name and Job title]	Nicola Quinn, Human Resources Manager
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	17 September 2020
<b>Date Paper prepared:</b>	04 August 2020
<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 If yes, please specify:
<b>Risk implications:</b>	Yes / No If yes, please specify: Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No If yes, please specify:
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	SMT

## ITEM 07

<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

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**Human Resources Report Quarter 4 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 Q4 2019/20 was 1%, a decrease of 1.1% from the previous quarter (2.1% in Q3 2019/20) and a 1.1% decrease when compared with Q4 in 2018/19 (2.1%).

Total staff turnover, including fixed-term contracts coming to an end in Q4 2019/20, was 2.6%, a 0.7% decrease from the previous quarter (3.3% in Q3 2019/20) and a 1.6% decrease compared with Q4 in 2018/19 (4.2%).

**2. Headcount and FTE**

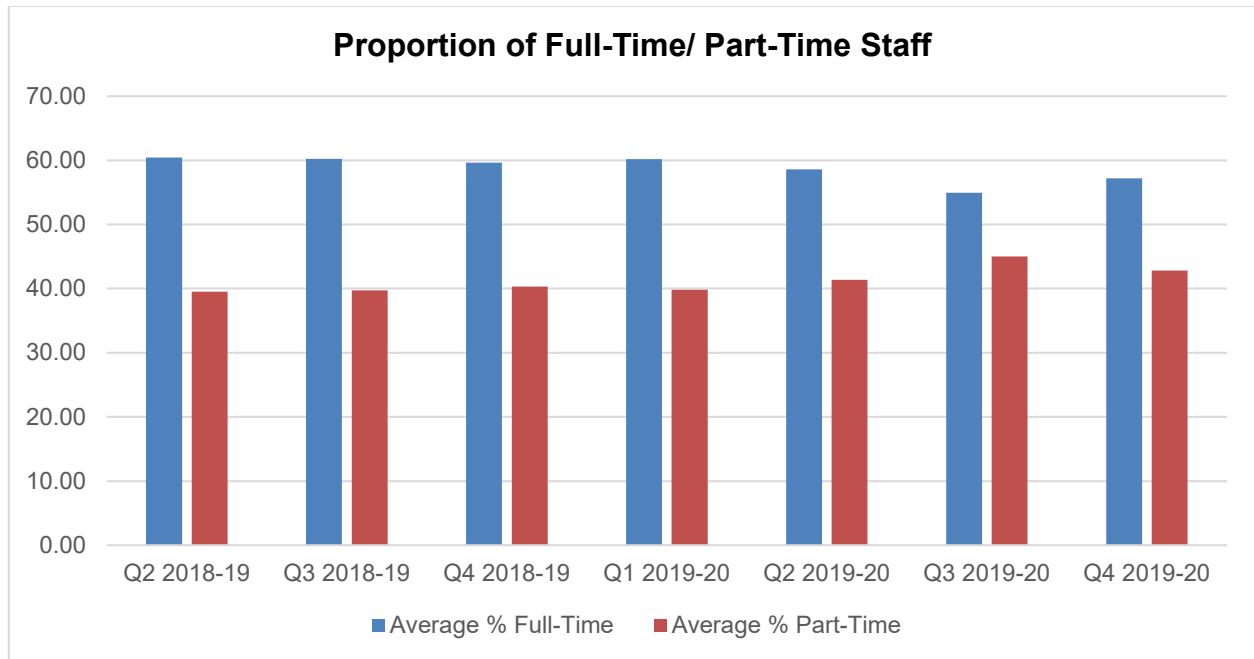
In Q4 2019/20, Average Headcount was 420.5; 394.5 being permanent employees, and 26 being on fixed-term contracts. Of these 26 fixed-term contracts, 1 began in Q4.

Of the fixed-term contracts remaining at the end of Q4 2019-20, contract end dates are as follows:

<b>Quarter FTC ending</b>	<b>FTE</b>	<b>Headcount</b>
2020-21 Q1	5.9	9
2020-21 Q2	4.6	5
2020-21 Q3	0.5	1
2020-21 Q4	3.9	5
2021-22 Q4	1.0	1
2022-23 Q1	0.4	1
2022-23 Q2	1.0	1
<b>Total</b>	<b>17.3</b>	<b>23</b>

In Q4 2019/20, average FTE was 349, 330.6 FTE being permanent and 18.4 FTE being fixed-term employees.

The proportion of full-time staff in Q4 2019/20 was 57.2% compared to 42.8% part-time which is comparable to previous quarters:



Summary of actual supply FTE in Q4 2019/20 compared with previous quarters. From Q2 2019/20, supply teaching was separated into planned activity and sickness cover:

Supply FTE (Q ACTUALS)	Q4 2019/20	Q3 2019/20	Q2 2019/20	Q1 2019/20	Q4 2018/19	Q3 2018/19
Supply Teaching - Planned Activity	4.5	6.8	5.7	3.9	6.9	11.9
Supply Teaching - Sickness Cover	0.1	0	0.2	-	-	-
Supply Support	1.0	1.5	1.4	1.5	2.1	1.6
*Supply Assessors	1.1	1.2	1.1	0.9	1.3	1.3
<b>Total</b>	<b>6.7</b>	<b>9.5</b>	<b>8.4</b>	<b>6.3</b>	<b>10.3</b>	<b>14.8</b>

## ITEM 07

Summary of teaching staff FTE and contract type in Q4 2019/20 compared with previous quarters, including Teaching Management to demonstrate changes to FTE in response to appointment of Depute Heads of School:

<b>Average FTE (Academic)</b>	<b>Q4 2019/20</b>	<b>Q3 2019/20</b>	<b>Q2 2019/20</b>	<b>Q1 2019/20</b>	<b>Q4 2018/19</b>	<b>Q3 2018/19</b>	<b>Q2 2018/19</b>
Permanent Teaching Staff (Management)	13	13	13	13	7	7.2	7.7
Permanent Teaching Staff	145.4	145.6	145.7	147.3	151	141.5	139.2
Fixed-Term Teaching Staff	0	0	0.0	0.2	1.4	4.1	4.4
<b>Total</b>	<b>158.4</b>	<b>158.6</b>	<b>158.7</b>	<b>160.5</b>	<b>159.4</b>	<b>152.8</b>	<b>151.3</b>

Summary of support staff FTE and contract type in in Q4 2019/20 compared with previous quarters:

<b>Average FTE (Support)</b>	<b>Q4 2019/20</b>	<b>Q3 2019/20</b>	<b>Q2 2019/20</b>	<b>Q1 2019/20</b>	<b>Q4 2018/19</b>	<b>Q3 2018/19</b>	<b>Q2 2018/19</b>
Permanent Support Staff (Management)	12.4	13.8	14.4	14.9	15.3	15.8	14
Permanent Support Staff	145.7	145.9	144.6	144.6	136.2	135.4	135.9
Fixed-Term Support Staff	18.4	20.0	18.4	17.6	23.4	26.8	23.6
Permanent Assessors	14.2	10.5	10.9	8.2	5.4	3	1.5
Fixed-Term Assessors	0	1	1	1.5	1.9	3.2	2.6
<b>Total</b>	<b>190.7</b>	<b>191.2</b>	<b>189.3</b>	<b>186.8</b>	<b>182.2</b>	<b>184.2</b>	<b>177.6</b>



## 3. Leavers

There were 11 leavers in Q4 2019/20; 6 end of fixed-term contracts, 3 resignations, and 2 TUPE transfers.

Job Classification Description	Headcount	Total FTE	Reason for leaving
Support Staff Established	1	1.0	1 x Resignation
Support Staff Non-Established	6	3.5	5 x End of FTC 1 x Resignation
Support Term-Time Only Non-Established	1	0.2	1 x End of FTC
Support Management Established	2	2.0	1 x Resignation 1 x TUPE transfer
Teaching Staff Established	1	0.6	1 x TUPE transfer
<b>Total</b>	<b>11</b>	<b>7.3</b>	

Of the 3 resignations, 1 was due to a staff disciplinary process and 1 was due to personal circumstances. The Support Management resignation was mutually agreed.

The resignations were from within Access and Progression, Finance and ICT Services.

Of the 11 leavers, backfill will be sought for 1.0 FTE via ring-fenced recruitment for 'at risk' employees. For the remaining **6.3 FTE** no backfill has been sought or approved thus far. This will represent an overall reduction in FTE in Q1 2020-21.

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	Flexible Working Request	01 Sep 2020
<b>Total</b>	<b>1.7</b>		

#### 4. Starters

There were 3 starters in Q4 2019/20 as outlined in the table below:

Job Classification Description	No. of Starters	Total FTE
Support Staff Established Position	2	1.0
Support Staff Non-Established Position	1	1.0
<b>Total</b>	<b>3</b>	<b>2.0</b>

Of the 2 **permanent** contracts appointed;

1 was a new post:

- Senior Researcher (0.2 FTE)

1 was a backfill for an established post following a resignation:

- Access and Transitions Co-ordinator (0.8 FTE)

The 1 **fixed-term** contract appointed in Q4 was a fully funded new post;

- KTP Associate – Data Scientist (1.0 FTE)

#### 5. Staff Changes

In Q4 2019-20, 1 member of staff was promoted (HR Manager), and 1 returned to their substantive post following completion of a secondment (Lecturer – Computing).

9 flexible working requests were submitted in Q4 2019/20 and all were approved. Of those, all 9 were for a reduction in hours by 0.2 FTE each. Following approval, one individual has since resigned and backfill of the post at the substantive FTE has been approved. These requests will therefore represent a total recurrent saving of **1.6 FTE** in 2020-21 onwards.

Of the 9 flexible working requests approved, 7 were from female staff and 2 from male staff. 4 of the requests were from staff in support functions and 5 from academic staff.

6 supply teaching staff representing a total of **3.477 FTE** were transferred to permanent contracts following completion of 2 years' continuous service:

- Lecturer – Beauty
- Lecturer – Business x 2
- Lecturer – Computing x 2
- Lecturer – Creative Arts

## ITEM 07

8 supply assessors representing a total of **2.7 FTE** were transferred to permanent contracts following completion of 2 years' continuous service:

- Assessor/Trainer – Early Years x 4
- Assessor/Trainer – Health and Social Care x 3
- Assessor/Trainer – Business

### 6. Other staff savings – furlough

Due to the ongoing coronavirus pandemic, 42 staff have been placed on furlough leave as follows:

Department	Total Headcount	Total FTE	Furlough To
Hospitality	20	15.5	20/08/2020
ELCC	15	10.4	20/08/2020
Research	6	5.4	Various (June/July)
<b>Total</b>	<b>42</b>	<b>31.3</b>	

This represents monthly savings as follows:

Month 2019/20	Saving
May	£44,237.09
June	£47,905.14
July	£40,236.52
<b>Total</b>	<b>£132,378.75</b>

### 7. Absence

Sickness absence in Q4 2019/20 totalled 254.5 days, equivalent to 1.1%.

This is a 1.5% decrease from Q3 2019/20 (2.6%).

This is also a decrease compared to Q4 2018/19 (3.3%), a decrease compared to Q4 2017/18 (2.6%), and a decrease compared to Q4 2016/17 (2.8%).

Summary of days lost compared with previous quarters:

Absence Reason		Days lost		Days lost		Days lost
Back Pain	Q4 19/20		Q3 19/20	6	Q2 19/20	19
Bacteriological Infection	Q4 19/20		Q3 19/20	7.5	Q2 19/20	3
Bereavement	Q4 19/20	21	Q3 19/20	16	Q2 19/20	71
Cardiac/Circulation	Q4 19/20		Q3 19/20	3	Q2 19/20	66
Cold/Flu	Q4 19/20		Q3 19/20	79	Q2 19/20	73.5
Debility	Q4 19/20		Q3 19/20		Q2 19/20	
Dental	Q4 19/20		Q3 19/20	3	Q2 19/20	2

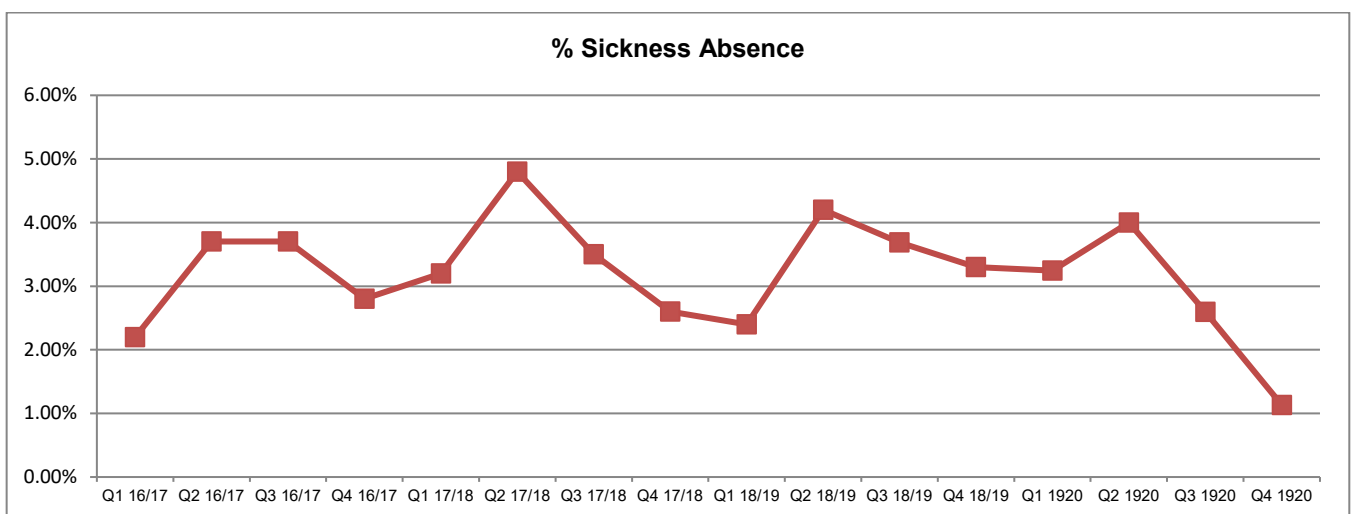
## ITEM 07

Diabetes	Q4 19/20		Q3 19/20		Q2 19/20	3
Digestive System	Q4 19/20	1	Q3 19/20	7.5	Q2 19/20	13
Eye Problems	Q4 19/20		Q3 19/20	0.5	Q2 19/20	10
Food Poisoning	Q4 19/20		Q3 19/20		Q2 19/20	
Gastrointestinal	Q4 19/20		Q3 19/20	18	Q2 19/20	34.5
Genitourinary	Q4 19/20		Q3 19/20	1	Q2 19/20	
Gynaecological	Q4 19/20		Q3 19/20	1.5	Q2 19/20	
Headaches/Migraine	Q4 19/20	7	Q3 19/20	7.5	Q2 19/20	30.5
Injury	Q4 19/20		Q3 19/20	24	Q2 19/20	7.5
Mental Health	Q4 19/20	28	Q3 19/20	46	Q2 19/20	20.5
Minor Illness	Q4 19/20		Q3 19/20	16.5	Q2 19/20	52.5
Multiple Sclerosis	Q4 19/20	1.5	Q3 19/20	7	Q2 19/20	28
Musculoskeletal	Q4 19/20		Q3 19/20	7	Q2 19/20	41
Neurological	Q4 19/20	66	Q3 19/20	66	Q2 19/20	60
Oncological	Q4 19/20		Q3 19/20		Q2 19/20	90
Phased return to work	Q4 19/20		Q3 19/20		Q2 19/20	
Pregnancy Related	Q4 19/20		Q3 19/20	4	Q2 19/20	1.5
Respiratory	Q4 19/20		Q3 19/20	33	Q2 19/20	45.5
Stress/Anxiety	Q4 19/20	49	Q3 19/20	136.5	Q2 19/20	103
Surgical	Q4 19/20	16	Q3 19/20	27	Q2 19/20	64
Viral infection	Q4 19/20	4	Q3 19/20	48	Q2 19/20	77
Unknown	Q4 19/20		Q3 19/20	8	Q2 19/20	
COVID-19	Q4 19/20		Q3 19/20	6	Q2 19/20	
Self-Isolation (Covid-19)	Q4 19/20		Q3 19/20	4	Q2 19/20	
Long term absence	Q4 19/20	173	Q3 19/20	211	Q2 19/20	302
Short term absence	Q4 19/20	81.5	Q2 19/20	615	Q1 19/20	315.5

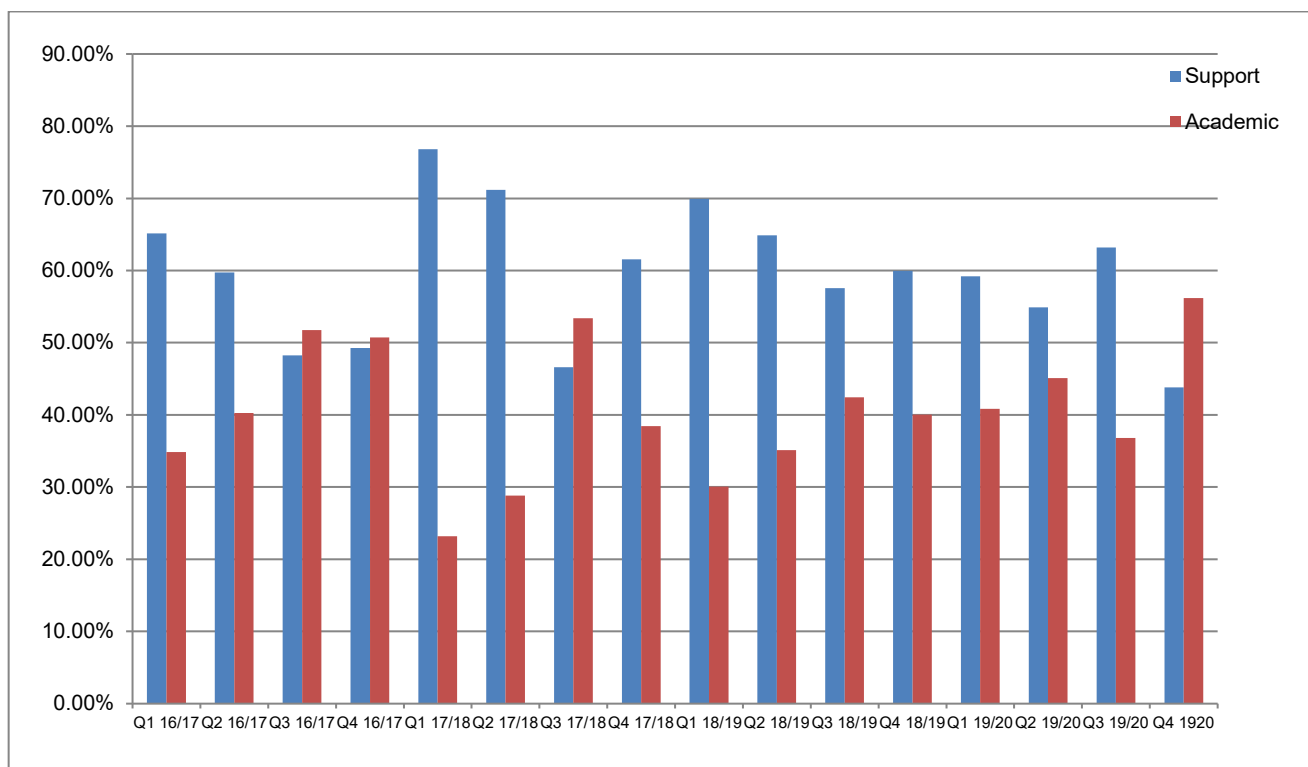
In Q4, 43.8% of absence was attributable to support staff and 56.2% to academic staff. In comparison to Q3, this is an increase of 19.4% for academic staff absence and a decrease of 19.4% for support staff.

Management referrals to Occupational Health (NHS Highland) numbered 2 in Q4 2019/20, relating to employees with long-term sickness 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 Q4 2019/20, out of 7 staff who were long-term absent; 3 were due to stress/anxiety; 2 due to mental health, 1 due to neurological and 1 musculoskeletal.

The most common reason for absence in Q4 2019/20, based upon total number of episodes, was mental health, with a total of 28 days lost across 5 episodes (11% of total absence and 4 individuals). The second most common reason was stress/anxiety, with 49 days lost across 4 episodes (19% of total absence and 4 individuals). The third most common reason for absence was musculoskeletal, with a total of 61 days lost across 3 episodes (24% of total absence and 3 individuals).

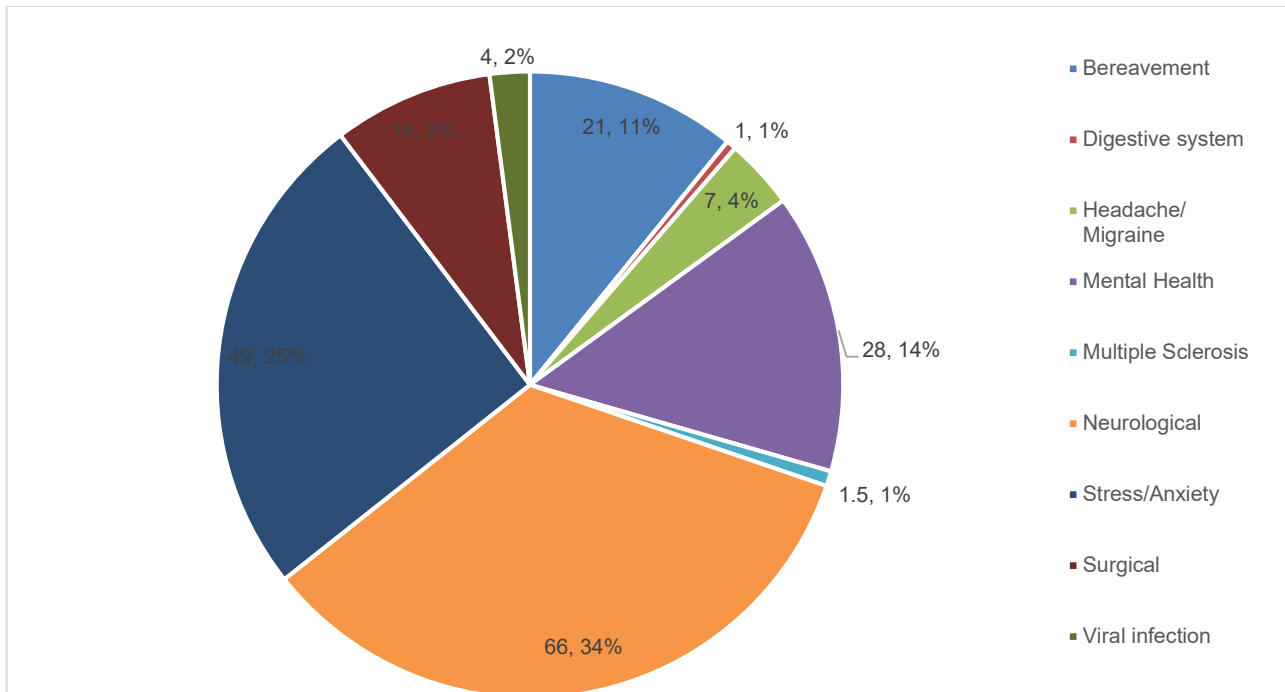
Neurological accounted for the greatest proportion of absence in Q4 2019/20 (26% of total absence and 1 individual). The second greatest proportion of absence in Q4 2019/20 was attributable to musculoskeletal (24% and 3 individuals); followed by stress/anxiety (19% and 4 individuals).

Since restrictions were put in place to control the spread of the COVID-19 virus on 23 March 2020, 0 individuals in Q4 have been recorded as being absent due to COVID-19, with no days being lost. In addition, no individuals recorded themselves as absent from work and self-isolating due to COVID-19.

## ITEM 07

Although many more individuals than this self-isolated during Q4, as they were still available to work and working remotely, this was not recorded in sickness absence and therefore omitted from the totals above. The College buildings are due to open on 24 August on a restricted, pre-authorised basis where essential.

**Days Lost by Absence Reason (Q4 2019/20)**



## HR Committee

<b>Subject/Title:</b>	External Support Annual Report
<b>Author:</b> [Name and Job title]	Nicola Quinn, HR Manager
<b>Meeting:</b>	Human Resources Committee
<b>Meeting Date:</b>	17 September 2020
<b>Date Paper prepared:</b>	07 September 2020
<b>Brief Summary of the paper:</b>	This report updates the committee regarding the College's Occupational Health Service, Legal Services, the Employee Assistance Provision supplied by AXA PPP and the HR system service provision through CipHR and the wider strategic considerations.
<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)



## Board of Management

<b>Subject/Title:</b>	HR Committee Evaluation Feedback and Implementation Plan
<b>Author:</b> [Name and Job title]	Lisa Ross, Board Secretary
<b>Meeting:</b>	HR Committee
<b>Meeting Date:</b>	17 September 2020
<b>Date Paper prepared:</b>	10 September 2020
<b>Brief Summary of the paper:</b>	Feedback on the HR Committee Evaluation along with an implementation plan which has been developed following this evaluation.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	It is recommended that the committee discuss the suggested actions and timescales set out in the implementation plan.
<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 with Code of Good Governance for Scotland's Colleges.  Providing assurance to the Board on the effectiveness of the audit committee's key responsibilities and thus mitigating risk.
<b>Resource implications:</b>	Cost of Internal Audit services
<b>Risk implications:</b>	Yes/No Operational: to ensure that the internal audit function is appropriate and effective
<b>Equality and Diversity implications:</b>	N/A
<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)

**Background**

The HR Committee Evaluations for both Chair and the Committee were carried out offline during June-August 2020. Of the 6 Board of Management Members who were requested to complete these evaluations 2 members completed them and from their responses an aggregated evaluation form was completed by the Board Secretary.

**Chair Feedback**

The completed evaluation documentation for the HR Chair has been passed to the Chair of the Board of Management for feedback to be delivered to them. However there were no issues raised and nothing from this feedback requires to be included within the implementation plan.

**Committee Feedback**

A copy of the aggregated feedback from the Committee is attached as Appendix 1.

Within the feedback received a small number of queries were highlighted (noted in table below). These were not required to be included within the implementation plan however the Board Secretary has sought clarification on each of these.

<b>Question</b>	<b>Query</b>	<b>Response</b>
Does the Committee have enough members?	One respondent was unclear whether the Committee had enough members.	The Board Secretary has checked the HR Committee Terms of Reference and can confirm that the minimum number of members is 5. The Committee therefore meets this minimum.
Does at least one of the Committee members have a background relevant to the remit of the Committee?	One respondent was unsure of this as they were not fully aware of the Committee member's backgrounds.	The Board Secretary has updated the skills matrix for all Board Members as part of the upcoming recruitment campaign and can confirm that all Board Members on the Committee have an HR background which is relevant.
Are the terms of reference adopted by the full Board and reviewed annually?	One respondent advised that they were making an assumption with regards this.	The Board Secretary has checked and it appears that the Terms of Reference for all Committees are actually reviewed every two years with them being reviewed in 2017 and in 2019 which means that they are not due for further review until Summer 21.

### **Implementation Plan**

Following the feedback received from Committee members an implementation plan has been drawn up – see Appendix 2.

### **Recommendations**

It is recommended that the Committee discuss the suggested actions and timescales set out in the implantation plan:

- Discussion to take place with regards whether all members of the HR Committee have received the necessary training.
- Discussion as to whether internal performance measures are monitored appropriately by the HR Committee.

## Appendix 1

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

Date: August 2020

Good Practice	Yes	No	N/A	Comments/Action
<b><i>Composition, Establishment and Duties of the Committee</i></b>				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			
Does the Committee have enough members?	Y (1)			One of the respondents was unsure on this point
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y (1)			One of the respondents was not sure on this point as they are not fully aware of the all the Committee member's backgrounds.
Have new Committee members received all necessary training?	Y			One respondent advised that they had appropriate training but were unsure of whether other HR Committee members have.
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
<b><i>Terms of Reference</i></b>				
Does the Committee have written terms of reference?	Y			
Do the terms of reference include all aspects of the Committee's role?	Y			
Does the membership of the Committee need to be		N		One respondent found this difficult to answer as they have

changed?				only attended a few meetings and have not yet been able to observe whether the membership is correct.
Are the terms of reference adopted by the full Board and reviewed annually?	Y			It was noted that this was an assumption by one of the respondents.

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

Good Practice	Yes	No	N/A	Comments/Action
<b><i>Internal Control</i></b>				
Does the Committee monitor to ensure that risk is controlled?	Y			
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			
Are appropriate internal performance measures monitored by the Committee?	Y - 1			One respondent felt that they could not comment on this.
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
<b><i>Administrative Arrangements</i></b>				
Does the Committee have an independent secretary?	Y			

## ITEM 09

Are Committee papers distributed in sufficient time for members to give them due consideration?	<b>Y - 1</b>	<b>N - 1</b>		One of the respondents felt that there seems to be an ongoing issue with papers being distributed on time which they felt was more than understandable given Covid-19 however it was felt that we need to look at a longer term solution to ensure that this does not have a detrimental impact on the quality of discussion.
Are Committee meetings scheduled prior to important decisions on specific matters being made?	<b>Y</b>			
Is the timing of Committee meetings discussed with all involved?	<b>Y</b>			

## APPENDIX 2



## HR COMMITTEE SELF- EVALUATION – ACTION PLAN

	Issue	Action required	Responsible person	Timescale/ Comments
1	Have new Committee members received all necessary training?	Discussion on whether all members have received the necessary training that is required. If it is felt that training is required then this will be sourced for the Committee members who require it.	Board Secretary	September 2020 Meeting – then progress further if training required.
2.	Are appropriate internal performance measures monitored by the Committee?	Issue to be discussed by Committee and if required steps will be put in place to ensure that these are monitored.	HR Committee	HR Committee – September 2020
8.	<p>Are Committee papers distributed in sufficient time for members to give them due consideration?</p> <p><i>It was felt that there seems to be an ongoing issue with papers being distributed on time which although understandable given Covid-19 it was felt that we need to look at a longer term solution to ensure that this does not have a detrimental impact on the quality of discussion.</i></p>	All papers will be circulated one week prior to the meeting. The Board Secretary is currently getting AdminControl set up for all Committee Meetings and papers will appear within AdminControl as they are received. This way members will be able to read the papers as they are received and there will be no delay in receiving the papers.	Board Secretary	Admin Control to be in place by November 2020 HR Committee Meeting.



## Board of Management

<b>Subject/Title:</b>	HR Policies & Procedures
<b>Author:</b> [Name and Job title]	Nicola Quinn HR Manager
<b>Meeting:</b>	BoM HR Committee
<b>Meeting Date:</b>	17 <sup>th</sup> September 2020
<b>Date Paper prepared:</b>	2 <sup>nd</sup> September 2020
<b>Brief Summary of the paper:</b>	BoM HR Committee are asked to agree the changes to the HR Policies and Procedures listed below and approve these for progression to the next stage of approval: <ul style="list-style-type: none"> <li>• Staff Code of Conduct Policy &amp; Procedure</li> <li>• Special Leave Policy (<i>New Policy</i>)</li> <li>• Staff Recruitment Policy</li> </ul>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	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 HR Policies and Procedures listed above were discussed at Scrutiny Panel (29/05/2020). Staff Consultation took place between 8th – 29th June 2020 and JCC agreed the changes to these HR Policies and Procedures on 5th August 2020. SMT Committee approved these Policies and Procedures on 20 <sup>th</sup> August 2020.

<b>Status</b> – [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.			
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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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



## SPECIAL LEAVE

**REFERENCE: (will be inserted by Quality Unit)**

Lead Officer	HR Manager
Review Officer	HR Business Partner
Date first approved by BoM	
First Review Date	
Date review approved by BoM	
Next Review Date	
Equality impact assessment	
Further information (where relevant)	

Reviewer	Date	Review Action/Impact

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

## **1. Policy Statement**

Inverness College endeavours to grant reasonable paid or unpaid time off for employees as an alternative to annual leave, sickness absence or TOIL, taking into consideration the operational needs of the College. This Policy outlines the types of Special Leave, the parameters for whether leave granted will be paid or unpaid, and the recording arrangements.

This Policy also aims to empower managers to make informed and consistent decisions following requests for Special Leave, and to ensure decision making happens at the appropriate level and with appropriate discretion applied for individual circumstances.

## **2. Legislative framework/ related policies**

- 2.1. Employment Rights Act 1996
- 2.2. Juries Act 1974
- 2.3. Equality Act 2010
- 2.4. Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (SI 2000/1551)
- 2.5. Working Time Regulations 1998 (SI 1998/1833)
- 2.6. Reserve Forces (Safeguard of Employment) Act 1985
- 2.7. Reserve Forces (Call-out and Recall) (Financial Assistance) Regulations 2005 (SI 2005/859)
- 2.8. Staff Disciplinary Policy and Procedure
- 2.9. Staff Flexible Working Policy and Procedure.
- 2.10. TOIL Guidance for support staff and Managers
- 2.11. Staff Code of Conduct Policy and Procedure
- 2.12. Maternity and Parenting Policy and Procedure
- 2.13. General Data Protection Regulations (2018)

## **3. Scope**

- 3.1. This Policy applies to all directly employed staff at Inverness College UHI.

## **4. Compliance**

- 4.1. Human Resources (HR)  
The HR department is responsible for providing advice, guidance and support to managers and staff in relation to Special Leave and for auditing the implementation of the policy and procedure. HR is also responsible for maintaining the absence database and notifying Payroll of pay deductions to be applied following approval of unpaid Special Leave.
- 4.2. Line Managers

Line managers are responsible for ensuring the consistent and fair application of the policy and procedure, obtaining advice and guidance from the HR department where necessary. Line managers must also ensure that completed application forms are completed and submitted to the HR department timeously and that online absence records are completed accurately, consistently and timeously as detailed in the associated procedures.

Irrespective of duration of leave granted, line managers are responsible for advising staff of any changes which have occurred during their absence, particularly if these have health, safety or security implications.

#### 4.3. Staff

Individual staff have a responsibility to familiarise themselves with this policy and procedure and to comply with the application and other associated process as appropriate. Staff should discuss applications for Special Leave with their manager at the earliest opportunity, noting that the granting of Special Leave is not an automatic entitlement.

### 5. Monitoring

- 5.1. Each College Policy will be monitored, and its implementation evaluated.
- 5.2. Appropriate procedures for monitoring and evaluation are the responsibility of the lead officer. These procedures will be subject to audit by the Quality Unit.
- 5.3. Number of Special Leave applications will be reported on annually.
- 5.4. Cost of paid Special Leave to the College will be reported on annually.
- 5.5. Diversity monitoring of applications and outcomes will be reported on annually.

### 6. Review

- 6.1. This Policy will be reviewed every three years, unless a legal change warrants an earlier review.



## STAFF CODE OF CONDUCT POLICY

REFERENCE: PL/HR/2017/003

Lead Officer	<del>Director of Organisational Development and Performance</del> <u>HR Manager</u>
Review Officer	<del>HR Manager</del> <u>Business Partner</u>
Date first approved by BoM	15 December 2008
First Review Date	28 March 2011
Date review approved by BoM	01 June 2017
Next Review Date	October 2019
Equality impact assessment	Yes
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
HR Manager	28.03.11	Reviewed by BoM
HR Manager	01.06.17	Reviewed by BoM HR Committee

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## 1. Policy Statement

Employees are required to work to the best of their ability and always try to promote and develop the business of the College and its interests generally. This Staff Code of Conduct incorporates existing policies, regulations and conditions of service and provides further guidance on the minimum standards of conduct expected of College employees. The Code stands beside but does not, of course, exclude or replace an employee's rights and responsibilities under legislation or under the implied terms of the employment contract: its purpose is to provide clear and helpful advice.

Observance of the terms and requirements of this Code will help to ensure that an employee's relationship with the College is successful and productive. As a member of College staff, employees are expected to conduct themselves with integrity, impartiality and honesty.

Line Managers are responsible for ensuring employees within their team are aware of all relevant policies and procedures and of this Code of Conduct. All employees are responsible for familiarising themselves with College policies, procedures, standards, and for observing them.

A breach of the Code may result in disciplinary action in accordance with the College Disciplinary Procedure.

## 2. Legislative framework/related policies

- 2.1. The Public Interest Disclosure Act 1998
- 2.2. The General Data Protection Regulations
- 2.2. The Data Protection Act 2018
- 2.3. The Freedom of Information Act 2000
- 2.11. The Sexual Offences Act 2003
- 2.12. The Sexual Offences Act (Scotland) 2009
- 2.13. The Smoking, Health & Social Care (Scotland) Act 2005
- 2.14. The Human Rights Act 1998
- 2.15. The Health & Safety at Work Act 1974
- 2.16. The Bribery Act 2010
- 2.17. The Equality Act 2010
- 2.18. Staff Disciplinary Policy
- 2.19. Staff Grievance Policy
- 2.20. Staff Recruitment & Selection Policy
- [2.21. IC Finance Regulations](#)
- 2.22. Public Interest Disclosure Policy
- 2.23. Health & Safety Policy
- 2.24. IC University Partnership – Information Security Acceptable Use Policy

## 3. Scope

- 3.1. The Code of Conduct applies to all staff of Inverness College. There is a separate Code of Conduct which applies to members of the Board of Management. Reference to this policy should also consider the IC University Partnership – Information Security Acceptable Use Policy

## 4. Compliance

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

## 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.

## 6. Review

- 6.1. The Code of Conduct Policy and Procedure will be reviewed every 3 years [but more frequently if changes to legislation require, and/or more regularly subject to changes in legislation.](#)

Approved by Board of Management: 22 March 2010  
Review approved by Board of Management: 26 March 2012



### Staff Recruitment and Selection Policy

REFERENCE: (will be inserted by Quality Unit)

<u>Policy Owner</u>	<u>Director of Organisational Development-HR Manager</u>
<u>Lead Officer</u>	<u>HR Manager</u>
<u>Review Officer</u>	<u>HR Business Partner</u>
<u>Date first approved by BoM</u>	<u>22 March 2010</u>
<u>First Review Date</u>	
<u>Date review approved by BoM</u>	
<u>Next Review Date</u>	
<u>Equality impact assessment</u>	<u>11 April 2012</u>
<u>Further information (where relevant)</u>	

<u>Reviewer</u>	<u>Date</u>	<u>Review Action/Impact</u>
<u>HR Manager</u>	<u>26/03/2012</u>	<u>Changes approved at BoM</u>

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Approved by Board of Management: 22 March 2010  
Review approved by Board of Management: 26 March 2012

## **~~STAFF RECRUITMENT AND SELECTION POLICY~~**

**~~REFERENCE: PL/HR/2011/005~~**

<del>Lead Officer (Post):</del>	<del>HR Manager</del>	<del>Review date 1: Review date 2:</del>	<del>September 2011 January 2014</del>
<del>Department:</del>	<del>HR &amp; Organisational Development</del>	<del>Review Lead Officer (Post)</del>	<del>HR Advisors</del>
<del>Category:</del>	<del>Human Resource</del>	<del>Date published: Review published:</del>	<del>8 April 2010 11 April 2012</del>
<del>Date approved: Review approved:</del>	<del>22 March 2010 26 March 2012</del>	<del>Equality Impact and Assessment published:</del>	<del>11 April 2012</del>

Approved by Board of Management: 22 March 2010  
~~Review approved by Board of Management: 26 March 2012~~

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Approved by Board of Management: 22 March 2010  
Review approved by Board of Management: 26 March 2012

## 1. Policy Statement

The College will provide equality of opportunity in the recruitment and selection ~~for of~~ vacant posts and ensure applicants are treated on the basis of merit and ability. In doing so the College will promote recruitment and selection practices which do not discriminate on any unfair or unlawful grounds, ~~for example because of e.g.~~ sex, race, disability, marital status, sexual orientation, gender reassignment, age, pregnancy or maternity and/or religion or belief.

The purpose of this policy is to:

- Provide a framework which provides a consistent and clear approach to staff recruitment and selection.
- Ensure processes are in place to attract the best possible candidates and determine whether they have the knowledge, skills attitudes and behaviours to fully undertake the role they are recruited for and in line with ~~the~~ organisational culture.
- Develop and encourage a safe and secure working environment within a culture of equality of opportunity for all.
- Support staff through their initial induction period by providing initial and ongoing support that will enable them to understand and embrace ~~the~~ organisational culture.
- Provide an environment which provides-allows new staff ~~with~~ the opportunity to develop themselves and the functions they are recruited to support.

Approved by Board of Management: 22 March 2010  
Review approved by Board of Management: 26 March 2012

## 2. Legislative framework/related policies

- Rehabilitation of Offenders Act 1974
- Rehabilitation of Offenders Act (Exceptions) Order 1975
- Protection from Harassment Act 1997.
- ~~Data Protection Act 1998~~ Data Protection Act 2018
- General Data Protection Regulations 2018
- The Human Rights Act 1998
- ~~The Sex Discrimination (Gender Reassignment) Regulations 1999~~
- ~~The Employment Equality (Sexual Orientation) Regulations 2003~~
- ~~The Sex Discrimination Act 1975 (Amendment) Regulations 2008~~
- ~~The Employment Equality (Religion or Belief) (Amendment) Regulations 2003~~
- ~~The Disability Discrimination Act 1995 (Amendment) Regulations 2003~~
- ~~The Race Relations Act 1976 (Amendment) Regulations 2003~~
- The Equal Pay Act 1970 (Amendment) Regulations 2003
- The Employment Equality (Age) Regulations 2006
- The Immigration, Asylum and Nationality Act 2006
- UK Borders Act 2007
- The Equality Act 2010
- Protection of Children and Adults at Risk policy & Procedure
- Data Protection Policy
- Relocation and Removal Policy and Procedure
- Policy Secure Handling use Storage Retention of Disclosure Information Policy
- Equality Outcomes Mainstreaming Report
- ~~Document control Procedure~~
- ~~Gender Equality Scheme~~
- ~~Race Equality Scheme/Policy~~
- ~~Disability Equality Scheme~~
- ~~Staff Disclosure Procedure~~

## 3. Scope

- Staff recruitment and Selection policy applies to College vacancy applicants ~~for posts within the College~~, current employees, ~~and~~ recruiting managers, and Human Resources staff.

## 4. Compliance

- This policy must be complied with and it will be audited regularly by the Quality unit with reports provided to the appropriate committee.

## 5. Monitoring

- The Staff Recruitment and Selection policy will be monitored and its implementation evaluated. Appropriate procedures for monitoring and

~~Approved by Board of Management: 22 March 2010~~  
~~Review approved by Board of Management: 26 March 2012~~

evaluation are the responsibility of the lead officer. The procedures will be subject to audit by the College Quality Unit.

- Further monitoring will be provided to the HR Committee in respect of KPI reports and in accordance with equality schemes monitoring. Additional analysis will consider aspects such as the effectiveness of advertising, and number of applicants, ~~for posts~~ and ~~the~~ quarterly diversity monitoring of all applicants and successful starters ~~and~~ and leavers.

## 6. Review

- ~~This Policy will be reviewed every three years, unless a legal change warrants an earlier review.~~
- ◆ ~~The College will review the policy on an ongoing basis and in accordance with any new legislative requirements.~~