

UHI | INVERNESS

| | |
|---------------|------------------------------------|
| Meeting | Human Resources Committee |
| Date and time | Thursday 14 September at 8.30 a.m. |
| Location | Virtually – via Microsoft Teams |

Governance Officer
07 September 2023

AGENDA

Welcome and Apologies

Declaration of Interests and/or any Statement of Connections or Transparency Statements.

ITEMS FOR DECISION

1. **MINUTES**
 - a) Meeting of the Human Resources Committee held on 22 June 2023
 - b) Confidential Note of the Human Resources Committee (CN-HR01-062023) held on 22 June 2023
 - c) Confidential Note of the Human Resources Committee (CN-HR02-062023) held on 22 June 2023
2. **OUTSTANDING ACTIONS**
Action List
3. **REVIEW OF SUB-STRATEGIES**
Talent Management Strategy

ITEMS FOR DISCUSSION

4. **PROFESSIONAL DEVELOPMENT UPDATE**
Report by Professional Development Manager
5. **TALENT MANAGEMENT UPDATE**
Report by Professional Development Manager
6. **FAIR WORK – EMPLOYER SUPPORT TOOL**
Report by HR Manager
7. **STAFF CONSULTATIVE FORUM**
Committee Discussion

8. **NATIONAL BARGAINING / JOB EVALUATION**
Report by HR Manager
 9. **HUMAN RESOURCES – QUARTER 4 REPORT 2022/23**
Report by HR Manager
 10. **CONFIDENTIAL HR UPDATE**
Verbal update from HR Manager
 11. **EXTERNAL SUPPORT ANNUAL REPORT**
Report by HR Manager
 12. **FEEDBACK FROM COMMITTEE AND CHAIR EVALUATIONS**
Report by Governance Officer
-

ITEMS FOR NOTING

13. **AOCB**
14. **DATE OF NEXT MEETING – 16 November 2023 at 8.30 a.m.**

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

UHI | INVERNESS

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 22 June 2023

PRESENT: Innis Montgomery, Chris O’Neil, Sally Blyth, Gillian Galloway
CHAIR: Innis Montgomery
APOLOGIES: Donald MacKenzie, Tina Stones,
ATTENDING: Vice Principal – Operations and External Relations
Vice Principal – Student Experience and Quality
HR Manager
Professional Development Manager
Governance Officer
Mandy Armstrong, Anderson Strathern

The Governance Officer confirmed that this meeting was quorate.

The Chair welcomed everyone to the meeting.

There were no declarations of interest, statements of connections or transparency statements noted.

The Vice Principal – Operations and External Relations advised that she had prepared an additional paper which would present the Committee with a significant confidential update in respect of funding reductions. The Committee agreed that the order of the agenda would be altered to ensure that sufficient time was available to discuss this paper fully.

The Professional Development Manager joined the meeting.

1. MINUTES

a.) Minutes of the Meeting of the Human Resources Committee held on 23 March 2023

Decision: The Minutes of the Human Resources Committee held on 23 March 2023 were **AGREED** as a correct record and were **APPROVED**.

b.) Confidential Note (CN-HR-032023) of the Human Resources Committee held on 23 March 2023

Decision: The Confidential Note (CN-HR-032023) of the Human Resources Committee held on 23 March 2023 was **AGREED** as a correct record and was **APPROVED**.

2. PROFESSIONAL DEVELOPMENT UPDATE

The Professional Development Manager spoke to her report and provided the Committee with an update on Professional Development Activities, highlighting:

- That the first part of the Collaborative Leaders Programme has been undertaken and completed by 38 Managers/Team Leaders with the remaining sessions to be delivered within the first semester of the new Academic Year. The Committee noted that the feedback received for this programme has been exceptional and those who have been part of this programme have welcomed the positive impact on their practice.
- Changes to the GTCS Registration Regulations have provided an additional pathway to registration which enables those who are not currently eligible to apply for full registration. The Committee noted that the Professional Development Team are working with the HR Team to identify those who will be eligible to apply via this new pathway.

- 11 Lecturers have successfully completed their TQFE this year and 13 have completed their Professional Development Award – Teaching Practice in Scotland’s Colleges (Level 9 Award).
- Since the time of drafting the report our Staff Conference has been held. This conference had the theme Metaskills with a focus on how to develop these skills. The Committee noted that there were around 270 staff in attendance throughout the day with an emphasis being placed on communication and meeting colleagues face-to-face. The Committee noted that feedback from the Conference has been great and commended and thanked the Professional Development Team for all their work on this event as well as the training opportunities which they provide to staff.

The Professional Development Manager left the meeting.

3. CONFIDENTIAL DISCUSSION – IMPACT OF FUNDING REDUCTIONS

The Vice Principal – Operations and External Relations provided the Committee with a confidential update in respect of the impact of funding reductions (CN-HR01-062023).

Decision: The Committee **APPROVED** that the communication on the deficit budget and associated information be shared with staff ahead of the Academic Holidays.

4. OUTSTANDING ACTIONS

- Shared Finance Service – The Principal advised that we have been liaising with the Principal Designate for UHI North, West and Hebrides and are continuing to pursue clarification over the Shared Finance Service. The Committee was advised that in respect of the Shared Finance Service and the potential move to the ITrent System, it had been mutually agreed between relevant partners that we would not sign this contract. The Committee noted that the Shared Finance System is therefore back out for procurement.

- Committee and Chair Evaluation – The Governance Officer advised that as part of the June Chairs Committee meeting, membership of all Committees was discussed. The Committee was advised that the Chair would be liaising with a member of the LT&R Committee about moving to the HR Committee and in addition our new Non-Executive Member will join the Committee once their position is ratified.

Decision: It was **AGREED** that this item could be removed from the list.

- Employment Law Update – The HR Manager advised that gender was considered at a recent EDI Committee where it was agreed that this should be discussed throughout the staff group, and it was agreed that a regular employment law update will be circulated to staff from the beginning of the new Academic Year.

5. POLICIES FOR APPROVAL

Supporting and Managing Performance Policy

The HR Manager advised the Committee that this policy had been due for review under its previous guise – Performance Improvement. The Committee was advised that the aim of the policy was to encourage staff improvement and to highlight the tools available to assist staff to fulfil the remit of their role. The Committee noted that additions to the policy were made in respect of definitions and responsibilities.

Decision: The Committee **RECOMMENDED** the Supporting and Managing Performance Policy to the Board of Management for final approval.

Flexible Working Policy

The HR Manager advised the Committee that this policy had been due for review and that it has been updated to ensure that it references all relevant legislation and related policies.

The Committee noted that the reasons why a business could refuse a Flexible Working Request was explained within the procedure.

The Committee advised that within 5.1 of the policy, the use of the phrase “timely manner” could be subject to different interpretations and requested that this be made clearer within the policy.

Decision: Subject to the amendment of 5.1 of the policy, the Committee **RECOMMENDED** the Flexible Working Policy to the Board of Management for final approval.

Maternity and Parenting Leave Policy

The HR Manager advised the Committee that this policy had been due for review and again it has been updated to ensure that it references all relevant legislation and related policies. The Committee was advised that NJNC are overseeing the development of a suite of national staff policies including family friendly policies. The Committee noted that the policy had been updated to ensure consistency around the definitions and different types of leave.

The Committee highlighted that a definition of split day was not included within the revisions.

Decision: Pending the addition of a definition of split day, the Committee **RECOMMENDED** the Maternity and Parenting Leave Policy to the Board of Management for final approval.

Staff Recruitment and Selection Policy

The HR Manager advised the Committee that this policy had been updated following an internal audit to encapsulate the recommendations made within this audit. The Committee noted that the policy statement had been updated to reference the probation periods for new starts and that the policy links to our Supporting Probation Policy.

Decision: The Committee **RECOMMENDED** the Staff Recruitment and Selection Policy to the Board of Management for final approval.

TOIL Policy

The HR Manager advised the Committee that we have TOIL guidance in place for staff and the Committee noted that the update ensures that our policy links into the nationally agreed guidelines via NJNC.

Decision: The Committee **RECOMMENDED** the TOIL Policy to the Board of Management for final approval.

Secure Handling, Use, Storage and Retention of Disclosure Information Policy

The Vice Principal – Student Experience and Quality advised the Committee that this policy relates to staff PVG information and how this information is handled. The Committee noted that the policy now includes reference to the new Student Criminal Data Policy. The Committee was advised that an annual update report on retention and disposal will be taken to the Audit Committee.

Decision: The Committee **RECOMMENDED** the Secure Handling, Use, Storage and Retention of Disclosure Information Policy to the Board of Management for final approval.

Gender Based Violence Policy

The Vice Principal – Student Experience and Quality advised the Committee that this policy had been subject to review at the Learning, Teaching and Research Committee as much of the policy relates to students with the focus on the White Ribbon Campaign and our commitment to the Emily Test. The Committee noted that the policy is also relevant to staff, and it seeks to outline our position clearly.

The Committee discussed the background to this policy and the culture of gender-based violence within the area.

The Committee welcomed this policy but highlighted that approval by the HR Committee would require to be added to the policy.

Decision: Pending the above update, the Committee **RECOMMENDED** the Gender Based Violence Policy to the Board of Management for final approval.

6. NATIONAL BARGAINING/JOB EVALUATION

National Bargaining

The HR Manager spoke to her confidential report which provided the Committee with an update on the latest developments in national bargaining pay and conditions and highlighted the communication which Colleges had been requested to release to staff.

The Committee discussed the challenges which the sector was facing in terms of funding cuts and flat cash budgets and the HR Manager provided the Committee with information on the nationally bargained pay offers for both Academic and Professional Services staff.

The Committee noted that this had been a difficult year of negotiations and that it was not expected that an agreement will be reached within this Academic Year.

Gillian Galloway left the meeting.

Actions Short of Strike (ASOS)

The HR Manager provided the Committee with a confidential background to ASOS and highlighted that we have taken legal advice prior to circulating a communication to all staff in respect of partaking in ASOS.

The Committee discussed the expected impact of ASOS within the College and the mitigating actions which are being put in place.

Job Evaluation

The HR Manager shared with the Committee the update which had been published by NJNC in March 2023. The Committee noted that there was a divergence across rank orders and that in the sectors view this is not currently implementable. The Committee was advised that a further update from NJNC was expected in April 2023 but noted that this has yet to be released.

The Committee noted that due to the length of time that has elapsed since the start of this exercise that some of the data collected is now out of date as college staff and profiles change over time.

The Committee noted that a Job Evaluation Review Group had been established on a pilot basis to work with 3 colleges, to provide quality assurance. The Committee was advised that this work would be undertaken concurrently with the negotiations on a revised collective agreement.

The Vice Principal – Student Experience and Quality left the meeting.

7. CONFIDENTIAL UPDATE – FUNDING

The Vice Principal – Operations and External Relations spoke to her confidential report and reiterated the impact from recent funding announcements.

8. HUMAN RESOURCES – QUARTER 3 REPORT 2022/23

The HR Manager spoke to her confidential report which provided the Committee with an update on the key measures surrounding turnover and absence. The Committee was advised that the report included a summary of teaching staff FTE and contract type. The Committee noted that in respect of PRD, the completion rates remain a quarter behind as the report is up to the end of February 2023.

The Committee was advised that the HR Team had ran a session during the Staff Conference which allowed for the exploration of staff strategies and policies that support staff including a new staff wellbeing policy. The Committee noted that the feedback received will be taken forward by the Staff Wellbeing Group in August.

The Committee thanked the HR Manager for this update.

9. BUSINESS CASE – EMPLOYEE RELATIONS – CONFIDENTIAL

The HR Manager spoke to her confidential report in respect of the Employee Relations Business Case (CN-HR02-062023).

Decision: The Committee **RECOMMENDED** the business case go to the Board of Management for final approval.

10. EMPLOYMENT LAW UPDATE

Mandy Armstrong, Anderson Strathern joined the meeting.

The Chair apologised to Mandy advising that due to a full agenda there was insufficient time available for her to provide an employment law update to the Committee. The Committee thanked Mandy for being available and advised that a full update would be welcomed at the September 2023 meeting.

Mandy Armstrong, Anderson Strathern left the meeting.

11. COMMITTEE AND CHAIR EVALUATIONS

The Governance Officer advised the Committee that the Committee and Chair Evaluations are being conducted via JISC survey and that an online invitation has been sent to all members. Members were requested to carry this out by 27 June 2023.

Item 01a

The Governance Officer advised that outcomes and actions from these evaluations will be brought to the Board of Management in October 2023 and feedback will be provided to Chairs as part of their own Evaluation Process.


12. DATE OF NEXT MEETING – Thursday 14 September 2023 at 08.30am.

Signed by the Chair: _____

Date: _____

Outstanding Actions

| | | | | |
|------------------------|---|---|--|----------------|
| March 2022 | | | | |
| Shared Finance Service | <p>March 2023 Update: The Committee was advised that the merger college were advertising for a Finance Director and work was being undertaken to identify how this would work in terms of our Shared Financial Service. The Principal to keep the Chair of the Board of Management updated on the situation.</p> <p>June 2023: The Principal is continuing to liaise with the Principal Designate for UHI North, West and Hebrides.</p> <p>The Shared Finance System is back out for procurement.</p> | Principal | | September 2023 |
| September 2022 | | | | |
| Employment Law Update | <p>In respect of gender it was felt that staff would require additional context to this and discussions would take place within the EDI Committee which would be filtered down to staff.</p> <p>A regular employment law update will be made available to staff in AY 23-24</p> | HR Manager & Professional Development Manager | | September 2023 |

A person in a dark jacket and shorts stands on a large, dark rock, with their arms raised in a gesture of triumph or achievement. The background is a dense forest of trees with some yellowing leaves, suggesting an autumn setting. The lighting is warm, with a bright sun visible on the left side, creating a lens flare effect.

Talent Management Strategy

Academic Years 2021/22 – 2025/26

Academic Years 2021/22 – 2025/26

How to use this Strategy

It is intended that this strategy will provide clear information to the Board of Management, staff, students and other stakeholders of UHI Inverness on our strategic approaches to Talent Management.

Staff should make use of this strategy when creating or amending policies and procedures, developing their quality enhancement plans and setting team objectives.

Context

UHI Inverness recognises that that its people are its greatest asset and therefore attracting, developing and retaining talented staff is a high priority. Labour shortages across the UK and real terms reductions in government funding for tertiary education require innovative talent management approaches. These approaches support our collaborative pattern of leadership, where our people are empowered to work together to achieve our shared goals.

Our new talent management approach encompasses all of our people related activities, as shown in the diagram below:



Strategic Objective 1: Workforce Planning

To ensure we have an efficient and effective workforce

We will achieve this by:

- Producing sector development plans based on local, regional, national and international data, to develop new and modify existing provision.
- Undertaking annual curriculum planning reviews, supported by monthly School data presentations focussing on quality, efficiency and compliance.
- Maintaining our full economic costing (FEC) model.
- Undertaking an annual budget setting process, encompassing all relevant costs.
- Maintaining an understanding of government policy and priorities for the sector, to inform planning activity.
- Ensuring that Staff Resource Panels are informed by the curriculum plan, FEC model, internal and external data.

Strategic objective 2: Talent Attraction

To attract talented employees committed to achieving our shared goals.

We will achieve this by:

- Reviewing our policies to ensure that we offer progressive terms and conditions of employment to support talent attraction.
- Reviewing and continuously improving our recruitment and selection processes, providing training to recruiting managers.
- Evaluating our hybrid working guidance and developing agile working policies, to widen access to talent.
- Reviewing and developing our recruitment package and talent attraction approaches.

Strategic objective 3: Induction & Engagement

To ensure that all staff are effectively inducted and supported to succeed in their role

We will achieve this by:

- Ensuring that all staff attend a high-quality corporate induction programme.
- Supporting all new lecturers with a longitudinal learning & teaching induction programme.
- Providing an extended induction to new job roles.
- Providing training for managers to proactively support staff throughout their probation period.
- Engaging with staff through regular written management communications and frequent online and face-to-face forums.

Strategic objective 4: Professional Development

To ensure that our staff have opportunities to develop and maintain their knowledge and skills to the highest industry and professional standards and are equipped for an increasingly digital world

We will achieve this by:

- Ensuring staff have the appropriate time available for their professional development, in accordance with current contractual provisions.
- Providing funding for staff to engage in a wide range of relevant learning opportunities both within and outside of UHI.
- Supporting staff to undertake relevant research and scholarly activities, including additional qualifications.
- Ensuring that all managers and team leaders are offered the opportunity to undertake a certified leadership and management training programme.
- Delivering on our digital transformation strategy.

Strategic objective 5: Organisational Performance Management

To continue to develop our high-performance culture, ensuring professional practice of all staff is aligned to sector standards, industry best practice and our values.

We will achieve this by:

- Ensuring that all staff take part in their Professional Review and Development (PRD) at least on an annual basis.
- Using institutional KPIs and team/individual SMART objectives to set and measure expectations of performance.
- Using data to drive decision making, promoting the understanding of key data across the organisation.
- Supporting staff to work towards attaining professional standard accreditation, including GTCS.

Strategic objective 6: Skills & Succession Planning

To deploy strategies to support our organisational resilience.

We will achieve this by:

- Developing and implementing departmental succession plans, including skills matrices.
- Continuing the roll-out of a more collaborative model of leadership, including a Future Leaders Programme.
- Introducing a process for reviewing role resilience, ensuring that knowledge of key business functions is shared.
- Reviewing and revising contractual notice periods, to ensure a smooth handover when staff exit the business.

Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

| |
|----------------------------------|
| KPI Measures |
| Sickness levels |
| - Short Term |
| - Long Term |
| % Staff turnover |
| PRD completion - full or review |
| Student FTE:Academic Staff Ratio |

| | |
|---|---|
| Subject/Title: | Professional Development update |
| Author: [Name and Job title] | Fiona Gunn, Professional Development Manager |
| Meeting: | HR committee |
| Meeting Date: | 14 September 2023 |
| Date Paper prepared: | 8 September 2023 |
| Brief Summary of the paper: | This paper provides a brief update on Professional Development activities in semester 1 of 2023/24, including new development programmes for staff, GTCS lecturer registration, new Staff Learning Hub and research pathways for staff. |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion |
| Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change | Links to strategic objectives: <ul style="list-style-type: none"> To ensure the professional practice of all staff is aligned to sector standards, industry best practice and our values. To ensure that our staff have opportunities to develop and maintain their knowledge and skills to the highest industry and professional standards and are equipped for an increasingly digital world. |
| Resource implications: | No |
| Risk implications: | No If yes, please specify: Operational: Organisational: |
| Equality and Diversity implications: | No If yes, please specify: |
| Student Experience Impact: | Yes If yes, please specify: Staff professional development, GTCS registration and learning & teaching enhancement impact on the student experience. |

ITEM 04

| | | | |
|---|------------------|--|--|
| Consultation: [staff, students, UHI & Partners, External] and provide detail | N/A | | |
| Status – [Confidential/Non confidential] | Non confidential | | |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | Yes | | |
| *If a paper should not be included within “open” business, please highlight below the reason. | | | |
| Its disclosure would substantially prejudice a programme of research (S27) | | Its disclosure would substantially prejudice the effective conduct of public affairs (S30) | |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33) | | Its disclosure would constitute a breach of confident actionable in court (s36) | |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | | Other (Please give further details) | |

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

Purpose

This paper provides a brief update on Professional Development activities in semester 1 of 2023/24, including new development programmes for staff, GTCS lecturer registration, new Staff Learning Hub and research pathways for staff.

Main body of information

1. New development programmes for staff

1.1 Depute Curriculum Leaders

Following the restructuring of the curriculum areas, three new Depute Curriculum Leaders took up their posts at the start of this semester. A programme of development for all ten Depute Curriculum Leaders and the Depute Head of School has been devised by the Tertiary Education Managers, the Quality Manager and the Professional Development Manager. The first phase of the programme is currently underway and covers an introduction to the role, dashboards & data, planning timetables and curriculum planning. All sessions are delivered face to face and there is a clear focus on building these staff into a collaborative team. The new staff have also joined the Collaborative Leaders programme and completed a catch-up session to cover the material from last academic year.

1.2 Curriculum Quality Leads

Seven staff took up the new role of Curriculum Quality Lead at the start of the semester and they are also being supported by a new development programme. Their programme is delivered face to face and focuses on the student experience through the main areas of quality, digital and marketing. Sessions in phase one include an introduction to the role, virtual learning environment, internal & external verification, marketing and PRD & GTCS documentation.

1.3 Student Support

A one-day programme of training on all aspects of student support was held during the first week of the new semester. Sessions included mental health, Gender Based Violence and supporting refugees.

A new programme of training will shortly be made available to staff in conjunction with the [Each & Every Child](#) initiative. This initiative, which is funded by the Scottish Government and partners, aims to support people at all levels in the community to shift how they communicate when speaking about care experience, and to change how they think, feel and act. By doing this, the initiative aims to create the scale that is needed to influence public opinion, build support for the progressive vision of [The Promise](#) and make a positive difference to the lives of all of Scotland's children and young people.

2. General Teaching Council Scotland (GTCS) Lecturer Registration

The PD team continues to work with HR colleagues to support all lecturers to achieve lecturer registration with the General Teaching Council (Scotland). Lecturers not yet registered were contacted in August and provided with further information on their most appropriate pathway to registration. A guidance document was also provided to Tertiary Education Managers, Curriculum Leaders and Depute Curriculum Leaders to support their role in providing endorsements and references for lectures in their teams.

A weekly programme of learning and teaching enhancement events for lecturers will be offered during semester one. A hybrid delivery method will be used to ensure as much engagement as possible and all sessions will be themed around the [GTCS Professional Standards for Lecturers](#) and the [UHI Learning and Teaching Enhancement Strategy](#).

3. Staff Learning Hub

A new collaborative learning space for staff will be launched this semester. The room is adjacent to the Library and is equipped for up to 8 staff to work collaboratively face to face. A large whiteboard and digital flipchart are also available in the room to enable staff to join online during hybrid delivery of training sessions and collaborative learning. Digital skills training will be regularly available to staff, with a particularly focus on our Brightspace VLE. This training supports our enhancement theme of 'tools for learning' and aligns with our Digital Transformation strategy.

The aim of providing the space is to support staff to engage in development activities and to demonstrate our commitment to staff learning. Promotional material for the room is branded **UHI Inverness, where learning means more - for staff** (see appendix 1).

4. Research Pathways for Staff

4.1 Enquiring Minds scheme

In line with the objectives of our Tertiary Education Strategy, we aim to enable our staff to engage in research activity to inform our curriculum and enhance our student experience. It has been recognised that staff who have not previously engaged in research need to be supported to do so through a clear pathway of activities. A new scheme is currently being developed with the aim of encouraging staff to start by exploring a small research question related to their curriculum or professional services area. The output of the project will enhance the curriculum or student experience and also build the staff member's capacity and confidence in research. The scheme will be launched this semester and any staff member can apply for funding to complete a small research project.

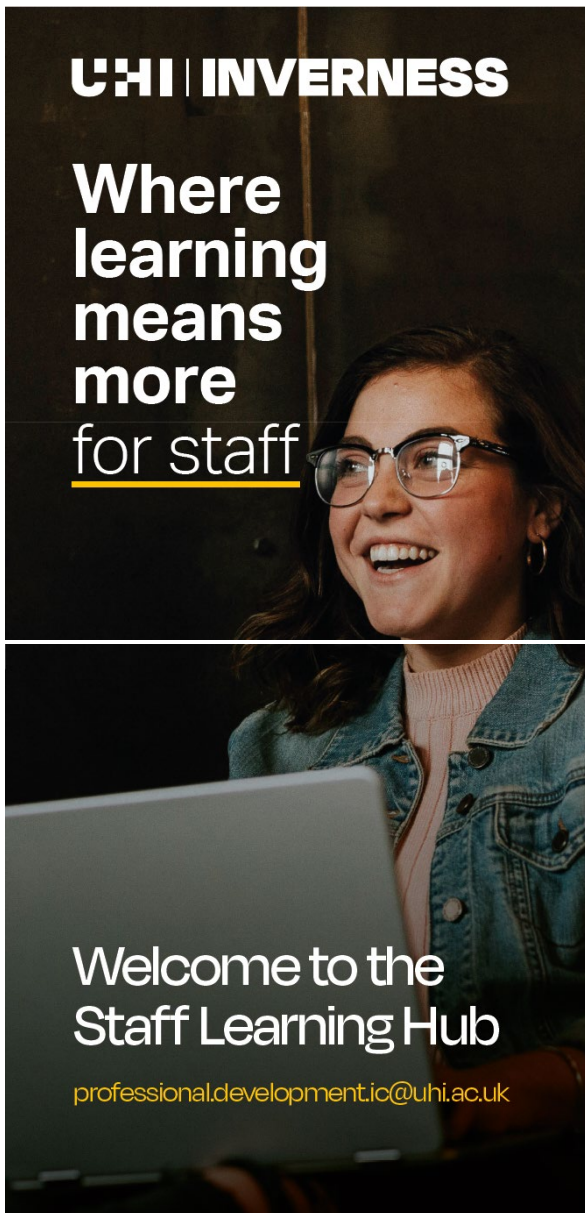
4.2 Research & Scholarship scheme

Our current Research & Scholarship scheme has been reviewed and it is recognised that aspects of the scheme needs to be revised. It is planned to launch a revised scheme that will offer a pathway for staff who already have some training and experience of research (e.g. as part of their studies). Staff can apply to this scheme if they wish to conduct a more detailed piece of research over two academic years and produce a formal output.

Conclusion

There is a continued focus on the development of all staff through provision of a wide range of opportunities. These include training courses, leadership development, professional registration and opportunities to engage in research activity.

Appendix 1



| | |
|---|--|
| Subject/Title: | Talent Management Strategy Update – Professional Development |
| Author: [Name and Job title] | Fiona Gunn, Professional Development Manager |
| Meeting: | HR committee |
| Meeting Date: | 14 September 2023 |
| Date Paper prepared: | 8 September 2023 |
| Brief Summary of the paper: | This paper provides a brief update on the two areas of the Talent Management Strategy that are within the remit of the Professional Development team. |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion |
| Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change | Links to strategic objectives: <ul style="list-style-type: none"> • To develop and implement a Talent Management Strategy, which provides a workforce to meet our organisational needs now and into the future. • To ensure professional practice of all staff is aligned to sector standards, industry best practice and our values. • To ensure that our staff have opportunities to develop and maintain their knowledge and skills to the highest industry and professional standards and are equipped for an increasingly digital world. |
| Resource implications: | No |
| Risk implications: | No If yes, please specify: Operational: Organisational: |
| Equality and Diversity implications: | No If yes, please specify: |
| Student Experience Impact: | Yes If yes, please specify: Staff professional practice and staff skills and knowledge impact the student experience. |

ITEM 05

| | |
|---|--|
| Consultation: [staff, students, UHI & Partners, External] and provide detail | N/A |
| Status – [Confidential/Non confidential] | Non confidential |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | Yes |
| *If a paper should not be included within “open” business, please highlight below the reason. | |
| Its disclosure would substantially prejudice a programme of research (S27) | Its disclosure would substantially prejudice the effective conduct of public affairs (S30) |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33) | Its disclosure would constitute a breach of confident actionable in court (s36) |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | Other (Please give further details) |

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

Background

The Talent Management Strategy is a sub-strategy of the UHI Inverness Strategic Plan. It was developed to encompass the strategic priorities and responsibilities of the HR and Professional Development teams in driving forward our Talent Management approach.

The chart below illustrates the 6 elements of the strategy. The two areas within the remit of the Professional Development team are highlighted – Induction & Ongoing Engagement and Professional Development.



Main body of information

Introduction

An update is provided in relation to the activities that support achievement of each relevant strategic objective. Completion is illustrated using a RAG indicator.

Objective 3, Induction & Ongoing Engagement

| Activity | Progress | Completion |
|--|---|------------|
| Ensuring that all staff attend a high-quality corporate induction programme. | Every new staff member is enrolled on our online Corporate Induction programme comprising mandatory modules on - <ul style="list-style-type: none"> • Welcome to UHI Inverness • HR • Quality • Data Protection • Library Services & Copyright | |

| | | |
|--|---|--|
| | <ul style="list-style-type: none"> • Health & Safety and Estates • Safeguarding • Student Support • ICT • Unconscious bias <p>Progress is monitored and followed up to ensure completion.</p> <p>There are plans to offer a face-to-face informal meeting with members of EMT once per semester for all new staff.</p> | |
| Supporting all new lecturers with a longitudinal learning & teaching induction programme. | We currently provide a face-to-face mandatory L&T induction programme to all new lecturers. The 2-day programme runs once per semester and completion is monitored. We have recently added an online element to the programme to support and model hybrid modes of delivery and this is followed through with a calendar of further L&T focused sessions. | |
| Providing an extended induction to new job roles. | This is provided across a number of new job roles e.g. DCLs and CQLs. Further work and collaboration with managers is required to ensure this opportunity is available across all new roles. | |
| Providing training for managers to proactively support staff throughout their probation period. | Training for managers is planned in line with our new Supporting Probation policy. | |
| Engaging with staff through regular written management communications and frequent online and face-to-face forums. | Staff engagement is supported by weekly email <i>Wee Connect</i> communications, articles on <i>IConnect</i> , staff briefings, Coffee with Chris and Staff Conference. The Staff Wellbeing Group meets monthly to provide a forum for staff to engage in a wide range of discussions and actions relating to their wellbeing. | |

Objective 4, Professional Development

| Activity | Progress | Completion |
|---|---|------------|
| Ensuring staff have the appropriate time available for their professional development, in accordance with current contractual provisions. | The new Professional Development Policy was approved by BoM in December 2022 and includes the provision of 6 days of professional learning annually for every staff member (pro rata). 1 day is assigned for our annual Staff Conference, 1 day for a Team Development Day and the remaining 4 days are allocated through discussion with the line manager during the annual PRD meeting. These days are tailored to the individual staff member and activities can include completion of mandatory training, attendance at relevant courses and conferences, study for additional qualifications. | |
| Providing funding for staff to engage in a wide range of relevant learning opportunities | A Professional Development budget is allocated annually. This budget enables the provision of relevant training and development opportunities for all staff including internal and external courses and conferences, funding of | |

| | | |
|---|--|--|
| <p>both within and outside of UHI.</p> | <p>additional qualifications and relevant essential travel and accommodation.</p> | |
| <p>Supporting staff to undertake relevant research and scholarly activities, including additional qualifications.</p> | <p>A budget is allocated annually to support staff to engage in research and two schemes are currently being developed. The Enquiring Minds Scheme aims to provide first steps into research for those who have little or no knowledge in this area and a refreshed and rebranded Research & Scholarship Scheme will be offered to staff for more detailed research projects.</p> <p>Both schemes will be open to all staff and applications will be considered by a panel comprising managers from Curriculum, Professional Services and Research.</p> <p>Approximately 25% of the annual Professional Development budget is allocated to funding staff to achieve relevant additional qualifications.</p> <p>All staff may apply for funding and applications are considered by a panel comprising managers from Curriculum and Professional Services areas.</p> | |
| <p>Ensuring that all managers and team leaders are offered the opportunity to undertake a certified leadership and management training programme.</p> | <p>Since 2016, all managers are offered the opportunity to undertake the CMI units –</p> <ul style="list-style-type: none"> • Introduction to First Line Management • Improving Team Performance <p>Managers have also engaged in internal management development courses such as the LEAD programme and the current Collaborative Leaders programme.</p> | |
| <p>Delivering on our digital transformation strategy.</p> <p>Strategic objective 2: To equip our staff with digital capabilities – knowledge, literacies, skills – and the self-efficacy they need to succeed in life, learning and their work at UHI Inverness –</p> <p>See action points below:</p> | <p>See below</p> | |
| <p>(1) Recognising the value of individual digital skills development as central to ongoing professional learning that enables all staff to successfully fulfil their individual roles.</p> | <p>Digital Skills Training Officer (0.6FTE) fully engaged in supporting staff digital skills development. Professional Development SharePoint area developed to support lecturers with resources relating to digital skills.</p> <p>Professional Development budget available to fund staff to engage in relevant digital skills courses & qualifications.</p> | |
| <p>(2) Supporting staff to access ongoing</p> | <p>Provision of range of digital training opportunities for staff both internally & via external organisations.</p> | |

| | | |
|--|---|--|
| <p>learning opportunities, in a variety of formats, contextualised to enhance their individual digital capabilities.</p> | <p>Internal provision includes drop-ins, team, and 1-2-1 sessions, offered in person and online to suit individual needs. DSTO available to SSF staff in person half day per week.</p> | |
| <p>(3) Providing high quality facilities and resources to support staff learning and skills development across the organisation.</p> | <p>Provision of laptops to staff and workstations equipped with docking stations and two screens.</p> <p>Development of a new Staff Learning Hub for hybrid delivery of digital skills training.</p> | |
| <p>(4) Enabling our lecturing staff to continue their journey from Threshold to Exemplar in their teaching practice on the Brightspace VLE in line with the LTA Benchmark information by offering a variety of development opportunities.</p> | <p>Provision of Brightspace VLE training to staff through a variety of events and sessions to meet their individual needs.</p> <p>Development of series of step-by-step Brightspace guides for lecturers, including actions required at start of new academic year.</p> | |
| <p>(5) Supporting lecturing staff to embed teaching practice that develops students' digital capabilities and subsequently their independence in learning, in line with Supporting innovation - Learning and Teaching Enhancement Strategy</p> | <p>Ongoing work with specific teams within Curriculum areas to develop consistency of approach in their use of Brightspace in line with student feedback.</p> | |

Conclusion

There is ongoing work to develop the areas of the Talent Management Strategy that are within the remit of the Professional Development team. A considerable amount has already been achieved and the team will continue to work closely with HR colleagues, curriculum teams and professional services teams to fully implement these strategic objectives.

UHI | INVERNESS

| | |
|--|---|
| Subject/Title: | Fair Work and Fair Work Employers Support Tool |
| Author: [Name and Job title] | Nicola Quinn, HR Manager |
| Meeting: | HR Committee |
| Meeting Date: | 14 September 2023 |
| Brief Summary of the paper: | <p>Scottish Enterprise, in conjunction with the Scottish Government, Fair Work Convention and other partners, have developed a Fair Work Employers Support Tool, to help employers understand and fully embed the dimensions on Fair Work.</p> <p>Attached is a personalised report for UHI Inverness produced following completion of our questionnaire via this tool.</p> |
| Action requested: [Approval, recommendation, discussion, noting] | Noting and discussion. |

Item 06.

| | | | |
|---|--|--|---|
| Link to Strategy: | Talent Management Strategy | | |
| 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: | | |
| Student Experience Impact: | 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 confident actionable in court (s36) | |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | | Other (Please give further details) | |

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

UHI | INVERNESS

| | |
|--|---|
| Subject/Title: | National Bargaining |
| Author: | Nicola Quinn, HR Manager |
| Meeting: | HR Committee |
| Meeting Date: | 14 September 2023 |
| Brief Summary of the paper: | To report on the latest developments in pay and conditions collective bargaining. |
| Action requested: [Approval, recommendation, discussion, noting] | Noting and discussion. |
| Link to Strategy: Please highlight how the paper links to, or assists with: 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: |
| Student Experience Impact: | Yes/No If yes, please specify: |

Item 08

| | |
|---|-------------------------------------|
| 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) | <input type="checkbox"/> |
| Its disclosure would substantially prejudice the effective conduct of public affairs (S30) | <input checked="" type="checkbox"/> |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33) | <input type="checkbox"/> |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | <input type="checkbox"/> |
| Other (Please give further details) | <input type="checkbox"/> |

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

UHI | INVERNESS

| | |
|--|--|
| Subject/Title: | Human Resources Report Quarter 4 2022/23 |
| Authors: [Name and Job title] | Nicola Quinn, Human Resources Manager Jo Fanning, Human Resources Business Partner |
| Meeting: | HR Committee |
| Meeting Date: | 14 September 2023 |
| 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 | EMT |

Item 09.

| | | | |
|--|---------------------|--|--|
| Status – [Confidential/Non confidential] | 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

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

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

UHI | INVERNESS

| | |
|---|--|
| Subject/Title: | External Support Annual Report |
| Author: [Name and Job title] | Nicola Quinn, HR Manager |
| Meeting: | HR Committee |
| Meeting Date: | 14 September 2023 |
| Brief Summary of the paper: | This report updates the committee regarding the College's <ul style="list-style-type: none"> - Occupational Health Service - Legal Services - Employee Assistance Provision - Partnership with Access to Work's Mental Health Service - HR and Payroll System - DSE Services & Ergonomics Furniture Contract |
| Action requested: [Approval, recommendation, discussion, noting] | Noting and discussion. |
| Link to Strategy: Please highlight how the paper links to, or assists with:: compliance partnership services risk management strategic plan new opportunity/change | Enhancing Performance |
| 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: |
| Student Experience Impact: | Yes/No If yes, please specify: |

Item 11

| | |
|---|-------------------------------------|
| 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) | <input type="checkbox"/> |
| Its disclosure would substantially prejudice the effective conduct of public affairs (S30) | <input checked="" type="checkbox"/> |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33) | <input type="checkbox"/> |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | <input type="checkbox"/> |
| Other (Please give further details) | <input type="checkbox"/> |

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

| | |
|--|---|
| Subject/Title: | Chair and Committee Evaluation Feedback |
| Author: [Name and Job title] | Lisa Ross Governance Officer |
| Meeting: | HR Committee |
| Meeting Date: | 14 September 2023 |
| Date Paper prepared: | 08 September 2023 |
| Brief Summary of the paper: | Feedback on the HR Chair and Committee Evaluation |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion and Noting |
| Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change | Governance Compliance |
| Resource implications: | Yes / No If yes, please specify: |

Item 12

| | | | |
|---|--|--|--|
| Risk implications: | Yes / No If yes, please specify: Operational: Organisational: | | |
| Equality and Diversity implications: | Yes/ No If yes, please specify: | | |
| Student Experience Impact: | Yes/ No If yes, please specify: | | |
| Consultation: [staff, students, UHI & Partners, External] and provide detail | N/A | | |
| Status – [Confidential/Non confidential] | Non-Confidential | | |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | Yes | | |
| *If a paper should not be included within “open” business, please highlight below the reason. | | | |
| Its disclosure would substantially prejudice a programme of research (S27) | | Its disclosure would substantially prejudice the effective conduct of public affairs (S30) | |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33) | | Its disclosure would constitute a breach of confident actionable in court (s36) | |
| Its disclosure would constitute a breach of the Data Protection Act (s38) | | Other (Please give further details) | |

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

Background

Following feedback received as part of last year's Committee and Chair Evaluation process, it was agreed that future evaluations would be completed individually via an online survey. Members of the HR Committee were provided with access to these evaluations via the confidential JISC Survey.

Chair Feedback

Only two responses were received in respect of the evaluation of the HR Committee Chair. The completed evaluation documentation for the HR Chair has been passed to the Chair of the Board of Management for feedback to be delivered as part of the Board Member Evaluation Process.

Committee Feedback

A copy of the feedback from the Committee is attached as Appendix 1. Three responses were received, and some issues were highlighted as part of this process. Following our recruitment campaign no additional members came onto the Committee and with an existing member having recently stood down, our numbers are now 4 which is below the level which we require. As a result, this will be highlighted to all members at the Board of Management Meeting in October 2023 and those who currently sit only on one Committee will be asked to consider joining. In addition to this, the Committee is asked to consider whether the timing of these meetings are suitable or whether a move to late afternoon would be preferable.

In response to some of the comments raised within the evaluation feedback I can confirm that there is a training and development plan in place for the Board of Management for this Academic Year and that the Terms of Reference for all Committees are next due for review in March 2024.

Next Steps

The feedback received will be presented to the Board of Management on 03 October 2023, as part of the yearly report on Committee Evaluations.

New Committee members will be sought, from our existing Non-Executive Members, to ensure that the Committee has a suitable membership.

Evaluation of HR Committee

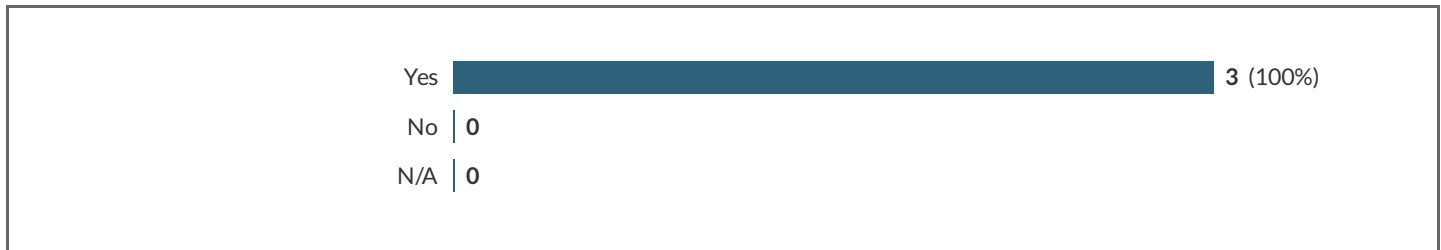
Showing 3 of 3 responses

Showing **all** responses

Showing **all** questions

Response rate: 50%

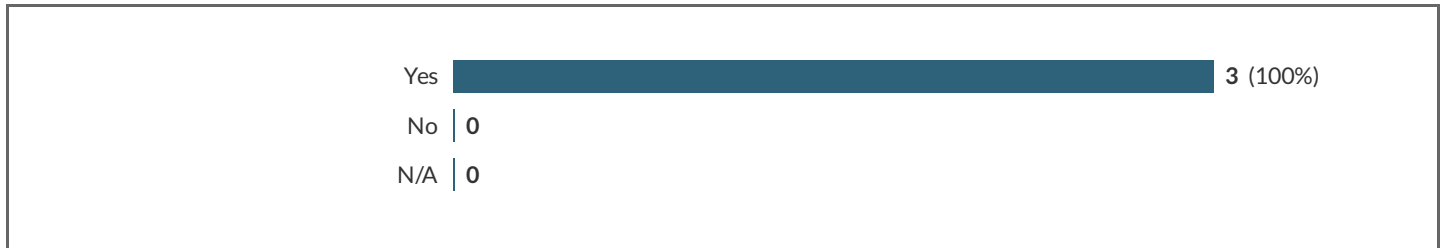
1 Does the Committee meet regularly in accordance with the Board Standing Orders?



1.a Comments:

No responses

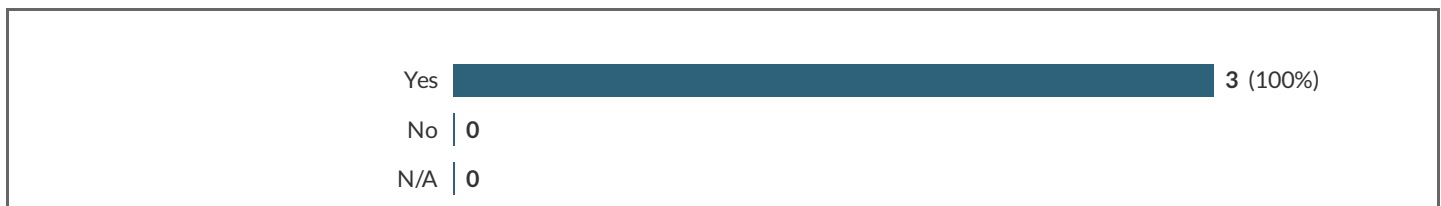
2 Does the Committee consistently have a quorum?



2.a Comments:

No responses

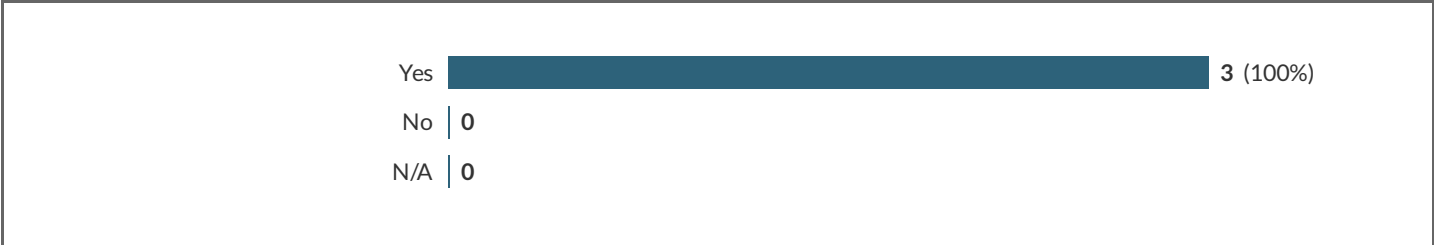
3 Do all Committee Members attend meetings regularly?



3.a Comments:

No responses

4 Does the Committee have enough members?

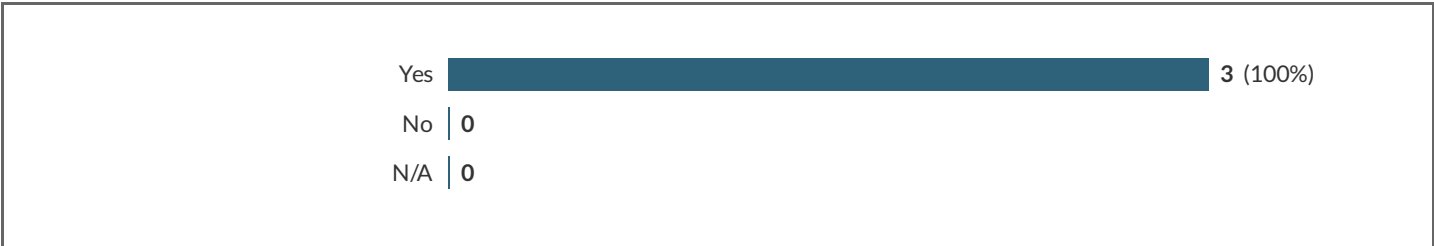


4.a Comments:

Showing 1 response

| | |
|--|---------------------------|
| Just enough, but seeking to co-opt more to ensure we have continuity and have a quorum | 1067488-1067470-112352579 |
|--|---------------------------|

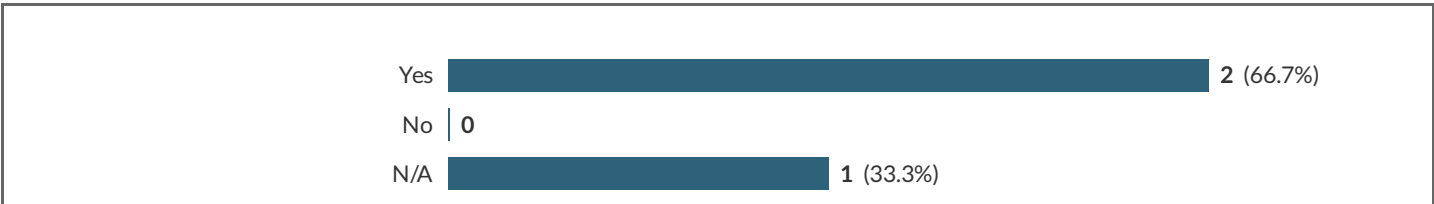
5 Does at least one of the Committee members have a background relevant to the remit of the Committee?



5.a Comments:

No responses

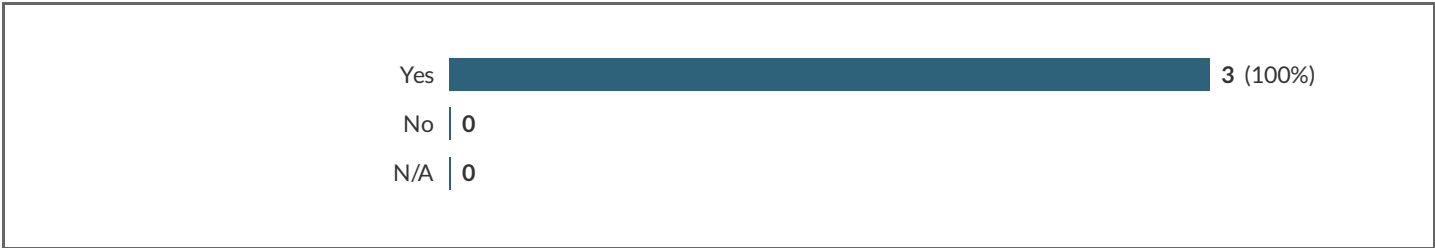
6 Have new Committee members received all necessary training?



6.a Comments:

| Showing 1 response | |
|---|---------------------------|
| I'm saying yes, but not entirely sure. Would like to check with the Committee Secretary | 1067488-1067470-112352579 |

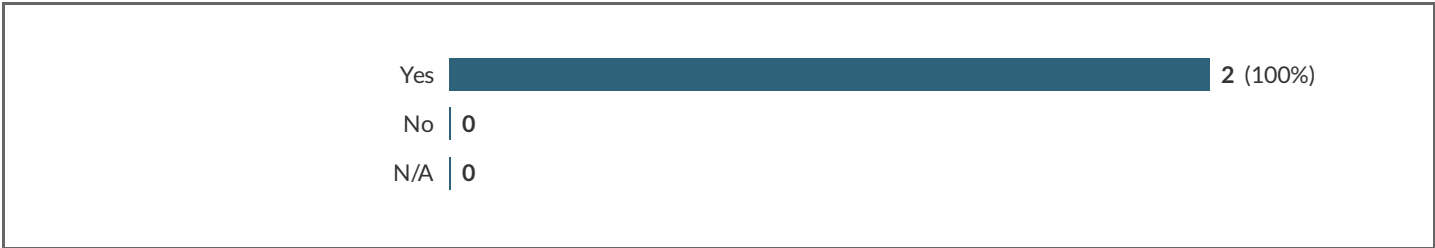
7 Does the Committee report regularly to the Board?



7.a Comments:

No responses

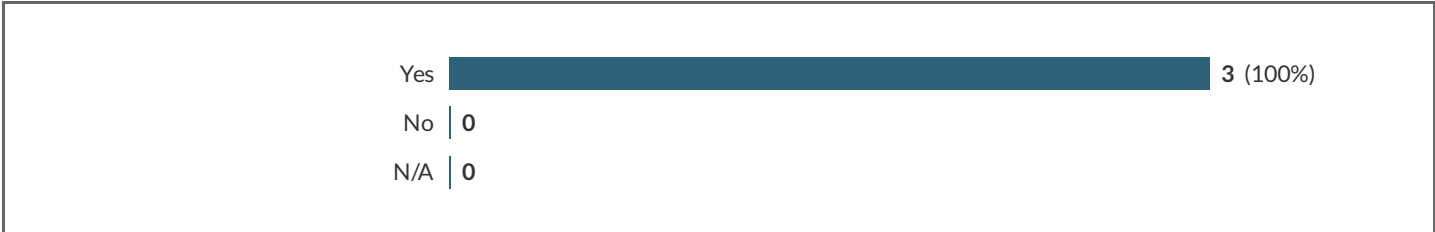
8 Does the Committee have written terms of reference?



8.a Comments:

No responses

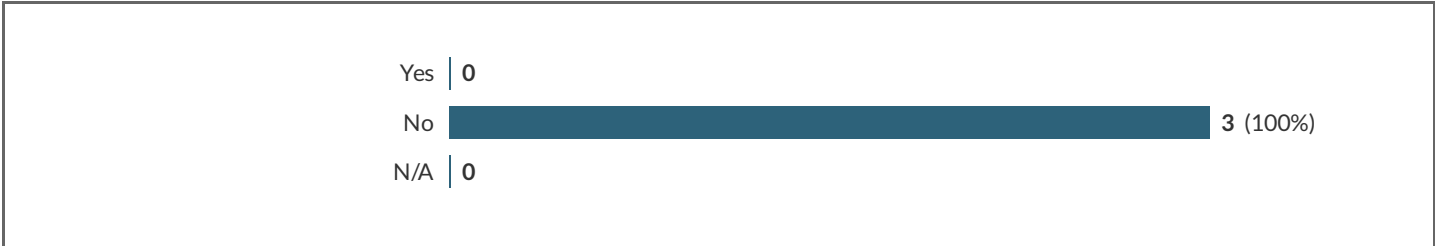
9 Do the terms of reference include all aspects of the Committee's role?



9.a Comments:

No responses

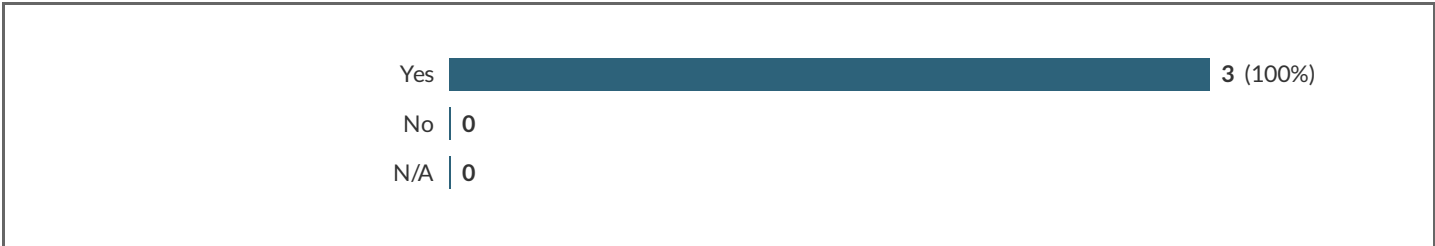
10 Does the membership of the Committee need to be changed?



10.a Comments:

No responses

11 Are the terms of refrence adopted by the full Board and reviewed biannually?



11.a Comments:

| Showing all 2 responses | |
|---|---|
| I can't recall whether this was done but I may have not been at the relevant meeting. Board secretary keeps us right on these things. | 1067488-1067470-112250595 |
| Would like to check with the Committee secretary when the next check is due | 1067488-1067470-112352579 |

12 Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?



12.a Comments:
No responses

13 Does the Committee monitor to ensure that risk is controlled?



13.a Comments:
No responses

14 Does the Committee regularly review relevant strategic plans?



14.a Comments:
No responses

15 Does the Committee consider the level of detail and information it receives appropriate?



15.a Comments:

Showing 1 response

Would be good to check with membership that the level of detail is appropriate at a future meeting 1067488-1067470-112352579

16 Are appropriate internal performance measures monitored by the Committee?



16.a Comments:

No responses

17 Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?



17.a Comments:

No responses

18 Does the Committee have an independent secretary?



18.a Comments:

No responses

19 Are Committee papers distributed in sufficient time for members to give them due consideration?

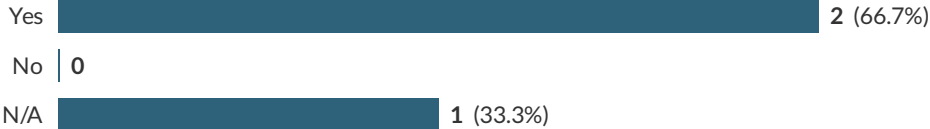


19.a Comments:

Showing 1 response

| | |
|--|---------------------------|
| Sometimes the occasional paper is a little late but a main bundle is sent out in good time | 1067488-1067470-112352579 |
|--|---------------------------|

20 Are Committee meetings scheduled prior to important decisions on specific matters being made?

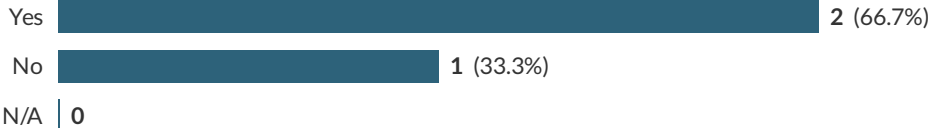


20.a Comments:

No responses

21 Is the timing of Committee meetings discussed with all involved?

Item 12



21.a Comments:

| Showing all 2 responses | |
|--|---------------------------|
| run to a schedule | 1067488-1067470-112237379 |
| It is worth reviewing with the Committee members that the timing suits all | 1067488-1067470-112352579 |

22 Thank you for completing this evaluation.

| Showing all 3 responses | |
|----------------------------------|---------------------------|
| d1409c6b686249a4b4d705bf57a39771 | 1067488-1067470-112237379 |
| 9c25a50facfc411b98d8001804e04f48 | 1067488-1067470-112250595 |
| 74082316342849b0ab82d5796dde3d2e | 1067488-1067470-112352579 |