

**MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held in the Boardroom, 1 Inverness Campus on Thursday 1 December 2016**

**PRESENT:** Brenda Dunthorne, Lindsey Mitchell, Diane Rawlinson, John Wilson  
**CHAIR:** John Wilson  
**APOLOGIES:** Mick Longton  
**ATTENDING:** Director of Organisational Development  
College Secretary  
**OBSERVER:** Maria Baxter, IIP

*The Chair proposed that the order of the agenda be changed, and that item 11, Committee and Committee Chair Evaluation be discussed, after item 1. This was agreed.*

**1. SAFEGUARDING ANNUAL REPORT 2015-16**

The Director of Corporate Services explained that the college had clear protocols in place to ensure safeguarding of children and vulnerable adults. She referred to her report which set out the disclosures made in the last year and the proportionate and immediate response made by the College contacts in partnership with the Offender Management Unit, Highlands and Islands Division, Police Scotland. Over the last year this had also extended to direct contact at enquiry and in advance of sentencing to ensure that appropriate safeguards as necessary were put in place.

The Director of Corporate Services also advised that in the last year the college contact had also attended three formal multiagency MAPPA Multi Agency Public Protection Group meetings to review Offender Management protocols and share information in light of individual cases.

As the number of disclosures had seen a rise year on year, the Chair **REQUESTED** the Director of Organisational Development to provide a mid-year position statement in addition to the annual report.

**2. COMMITTEE AND COMMITTEE CHAIR EVALUATION**

A report by the College Secretary made reference to the requirement for College boards of management to undertake annual evaluation exercises.

The Committee collectively undertook an evaluation of the Committee and it was **AGREED** that board members would individually carry out an evaluation of the Chair which would be fed back to the College Secretary.

*The Chair welcomed Maria Baxter, IIP assessor to the meeting.*

**3. MINUTES of the MEETING OF THE HUMAN RESOURCES COMMITTEE HELD ON 19 SEPTEMBER 2016**

The Minutes were **AGREED** as a correct record and were **APPROVED** and signed.

**4. PROMOTING ATTENDANCE POLICY**

The Director of Corporate Services advised that the promoting attendance policy had been through the college process for review of policies and strategies. The main updates to the policy were referred to in a covering report by the Quality Officer.

The Committee discussed the revised policy in some detail, requested two minor amendments to page 2 and **AGREED** to recommend the revised policy to the Board of Management for approval.

The Committee **REQUESTED** the SMT to consider the way revised policies were presented to the Committees and to the Board of Management, in particular, highlighting key issues and changes upfront to assist the committee's speedier understanding and analysis of the changes/impact.

*Lindsey Mitchell left the meeting.*

**5. HUMAN RESOURCES ANNUAL REPORT 2015-16**

A report by the Director of Organisational Development presented qualitative analysis of key HR measures surrounding turnover, absence, diversity and teaching qualifications for 2015-16.

The Committee discussed the report and **NOTED** the key information as follows:-

- Annual staff turnover in 2015/16 was 13.8% compared with 10.4% in 2014/15, 10.7% in 2013/14 and 9.4 % in 2012/13.
- Academic Supply staff utilisation in 2015/16 equated to 27.2 FTE (24,403 teaching hours), compared with 30.5 fte in 2014/15, a year on year reduction as the College moved to appoint staff to permanent vacancies and fixed term contracts.
- The diversity statistics showed that the age profile of appointments had changed markedly to a younger profile over time.
- The overall percentage of working days lost to sickness absence in 2015/16 equated to 2.92% of working days available for both academic and support staff.
- The highest number of days lost to long term sickness absence in 2015/16 related to musculoskeletal, followed very closely by stress/anxiety. These two reasons together accounted for over 70% of long term sickness absence. During discussion, the Committee questioned the level of absence due to stress and the Director of Organisational Development outlined the processes which the College had put in place to manage stress.
- 16 employees suffered long term sickness absence in 2015/16
- Viral infection continued to be the most common reason for short term absence.



- The gender balance for 2015/16 remained broadly the same as the previous two years, at 63% female (63% 2014/15) and 37% male (37% 2014/15) workforce. Support staff were made up of 73% female and 27% male. Core teaching staff were 51% female and 49% male.
- In relation to ethnicity, the proportion of White Scottish staff had decreased slightly to 65% from 67% in 2014/15. White English had increased slightly to 14% from 13.5% in 2014/15. 1.5% of core staff had self-declared as black minority ethnic which reflected the census demographic for Highland.
- Diversity monitoring for starters in 2015/16 showed that 57% of new starters were female, compared to 56% in 2014/15.
- In 2015/16, 22 staff completed the PDA, 6 staff completed the TQFE with University of Stirling, and 2 completed Post Graduate Certificates in Education with other institutions.
- An average of more than 90% of teaching staff were studying for and/or had achieved recognised teaching qualifications.

## 6. **STAFF DEVELOPMENT REPORT**

A report by the Director of Organisational Development detailed staff development activities for the academic year 2016/17. Staff at Inverness College UHI were currently engaged in a wide range of professional learning activities. These included aspects of mandatory training right through to further study at PhD level and included, for example, leadership and management development, induction, teaching qualifications; PDA and TQFE. As well as PDA and TQFE, a further 18 staff are currently being supported through postgraduate qualifications, including 4 to PhD level. External staff development events and staff development days and opportunities for staff to engage in research were promoted throughout the year.

The appointment of a Staff Development Officer in March 2016 and the recent recruitment of a Digital Skills Training Officer would continue to enhance the development opportunities available for staff.

The Committee **NOTED** the position.

## 7. **DIVERSITY ANNUAL REPORT 2015/16**

A report by the Director of Organisational Development outlined the level of disclosures by job applicants. Disclosure rates had increased across all categories, with the exception of ethnic origin which had seen a significant decrease. 57.14% of new starters in 2015/16 were female.

Current staff disclosure of equalities monitoring data was not complete for sexual orientation or religion and belief. A communication strategy would be launched in the New Year to inform staff about the College's responsibilities to collect and monitor equalities data and provide assurances in relation to confidentiality and data protection.

The gender balance for 2015/16 had changed slightly from the previous year, 62% female and 38% male workforce. Support staff were made up of 72% female and 28% male. Core teaching staff were 52% female and 48% male.

In relation to ethnicity, the proportion of White Scottish staff had decreased slightly to 65% in 2015/16. White English has increased slightly to 14%. 1.5% of core staff had disclosed as black minority ethnic. The figure for core staff with a disability had risen slightly to 4.75% in 2015/16.

Average hourly rates based on the February 2016 payroll were Female: £17.09, Male: £18.00, which indicated a pay gap of 5.06%. This was a decrease in the gender pay gap at the same point in 2015 which was 6.9%. The Director of Organisational Development advised that these figures had to be put into the context of number of staff on the different pay grades and confirmed that there were underlying practices in place to ensure there was equal pay for equal work across the College.

The Committee **NOTED** that the diversity figures were based on less than 100% disclosure. It was therefore important that management continued to examine ways of encouraging disclosures so that plans accurately reflected the needs of staff.

## **8. NATIONAL BARGAINING**

A report by the Director of Organisational Development provided a comprehensive update on the agreed negotiated settlements for academic and support staff in 2015/16, the agreed negotiated settlement for academic staff for 2016/17 and the ongoing support staff negotiations for 2016/17.

The Committee **NOTED** the conclusions and risk analysis as follows: -

- In light of the UHI dimension the college had maintained that only those staff that were in scope in our local RPA were automatically in scope for the National RPA. Therefore, the college had maintained a position that the pay and terms and conditions were governed by the Board of Management for the SMT and Research Staff. It was unclear if this position could be sustained in the longer term.
- There was considerable pressure from academic unions to revert back to a 'Blue Book' approach which was not in keeping with the way colleges operated and did not reflect the UHI dimension.
- The SFC provided for the 15/16 and 16/17 pay increase. However, there was no extra money to pay for the proposed modernisation programme or harmonisation.
- The pace of national negotiations did not allow for full consideration of the relative costs and full impact assessment of the agreements entered into on our behalf.
- The introduction of national pay bargaining and the NJNC was politically instigated and was now reflected in formal governance arrangements.

National Bargaining was likely to be a significant risk to the College going forward and the Committee was pleased to note that was already included in the strategic risk register.

## **9. WORKFORCE PLANNING**

A report by the Director of Organisational Development outlined the actions the college was taking to ensure longer term workforce planning and the enhanced information which was in place to aid future workforce planning at a departmental level.



This was in response to the Audit Scotland Report 'Scotland's Public Sector Workforce' which had set out a number of recommendations in the context of year on year reductions in core government funding. The Scottish Government had set out three key areas of focus:

1. Anticipating changes in staff numbers and costs
2. Implementing workforce changes including shared services and sharing resources.
3. Planning for workforce changes

In response to a question from the Chair, the Director of Organisational Development confirmed that the College did not have a formal succession planning process for key staff but rather a more comprehensive and inclusive development programme which equipped staff with the skills necessary to allow individuals not only to develop in their own job but also enable them to compete for future vacancies as they occurred as part of a career progression, if they so wished.

The Committee **NOTED** the actions which the College were undertaking.

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

A report by the Director of Organisational Development provided an update to employment law matters as follows:-

- Early conciliation
- Adoption leave
- Right to request flexible working
- National living wage/national pay and conditions
- May 2016 – Trade Union Act 2016

The Committee **NOTED** the position.

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

#### **11. ACADEMIC COMMITTEES**

The Minutes of the Meetings of the following Management Committees had been held since the last meeting: -

- a) Staff Development Committee – 25 October 2016
- b) Equality and Diversity – 2 September 2016
- c) JCC – 23 August 2016
- d) JCC – 7 November 2016

#### **12. DATE OF NEXT MEETING**

Thursday 2 March 2017 at 8.45 a.m.

Signed by the Chair: \_\_\_\_\_



Date: \_\_\_\_\_



