

Board of Management

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| Meeting | Human Resources Committee |
| Date and time | Thursday 12 November 2020 at 8.30 a.m. |
| Location | Microsoft Teams, via Calendar Link |

Board Secretary
05 November 2020

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

1. **MINUTES**
Meeting of the Human Resources Committee held on 17 September 2020
2. **OUTSTANDING ACTIONS**
Action List
3. **POLICY FOR APPROVAL**
 - Staff Disciplinary Policy

ITEMS FOR DISCUSSION

4. **WORKFORCE PLANNING – CONFIDENTIAL**
Verbal Update by HR Manager
5. **VOLUNTARY SEVERANCE SCHEME – CONFIDENTIAL**
Report by HR Manager
6. **NATIONAL BARGAINING / JOB EVALUATION – CONFIDENTIAL**
Report by HR Manager
7. **HUMAN RESOURCES – QUARTER 1 REPORT 2020/21**
Report by HR Manager (including the Summary of PDF 19/20)
8. **HALF YEAR EMPLOYMENT LAW UPDATE**
Report by HR Manager
9. **REVIEW OF POLICIES TIMETABLE/PROCESS IN RESPECT OF HR POLICIES**
Report by HR Manager

ITEMS FOR NOTING

10. EMPLOYEE RELATIONS

a. Minutes of the Meeting of the JCC – 18 August 2020

11. AOCB**12. DATE OF NEXT MEETING – 11 March 2021**

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Board Secretary as soon as possible. Additional items of business will only be considered for inclusion in the agenda in advance of the start of the meeting.

Monitoring of Financial Recovery Plan

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



Board of Management

MINUTES of the MEETING of the HUMAN RESOURCES COMMITTEE held via Microsoft Teams on Thursday 17 September 2020

PRESENT: Innis Montgomery, Chris O'Neil, Andy Gray, Leanne MacKenzie
CHAIR: Innis Montgomery
APOLOGIES: John Wilson, Gillian Galloway
ATTENDING: HR Manager
Board Secretary

There were no declarations of interest.

1. MINUTES

The Minutes of the Meeting of the Human Resources Committee held on 04 June 2020 were **AGREED** as a correct record and were **APPROVED**.

2. OUTSTANDING ACTIONS

- Policies and Procedures – The Board Secretary advised that a link to all policies and procedures would be provided within the Admincontrol site which is currently being set up. This is expected to go live in October.
- CipHR Contract – to be discussed within the Agenda.
- Committee and Chair Evaluations – to be discussed within the Agenda.

3. WORKFORCE PLANNING

The HR Manager advised the Committee that the Director of Organisational Development had updated the strategy document on Workforce Planning, however further work on this is required due to Covid-19 and the impact of this on staff wellbeing.

Currently a staff survey is being created which will focus on:

- staff experiences of working at home during Covid-19
- staff members health and wellbeing
- staff members work preference when able to return to the building.

It was also highlighted to the Committee the importance of the Workforce Plan with regards to:

- The Staffing Resource Panel
- The TSR process.
- The Curriculum Plan.
- CPD Training
- Staff and Student Ratios

- VSS

It was **AGREED** that the HR Manager would prepare a paper on the Workforce Plan for the next meeting to enable further discussion on this matter.

4. **VOLUNTARY SEVERANCE SCHEME - CONFIDENTIAL**

The HR Manager advised the Committee that the VSS will remain open until spring 2021. The Committee was advised that an HR Consultant (Temporary) has been employed to assist with the delivery of the scheme, with identifying alternatives to redundancy and with the SMT restructure.

Confidential discussions on the VSS took place.

The Committee gave their thanks to the HR Team for their exceptional work over the past months and how they have engaged with both staff and unions.

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

The HR Manager advised the Committee that the settlement date of 01 September 2020 for academic pay had been disrupted due to Covid-19. Colleges Scotland have responded to the EIS request and a response from EIS is awaited.

A confidential discussion took place with regards National Bargaining.

The HR Manager advised the Committee that the job evaluations have also been delayed due to Covid-19. Colleges Scotland have this week advised that there may a possible extension until April 2021.

6. **JOB EVALUATION RISK REGISTER – CONFIDENTIAL**

This had been prepared by the Director of Organisational Development with additions made by the HR Manager.

The HR Manager advised the committee that areas which remain red affect the sector as a whole. Currently we are continuing to evaluate the type of service and/or risks to ensure flexibility, efficiencies and reduction of costs however the mitigating actions for some risks are still unknown at present.

7. **HUMAN RESOURCES – QUARTER 4 REPORT – 2019/20**

The HR Manager highlighted the following aspects of her report to the Committee:

- We have a turnover of 1% in respect of core staff which is a decrease of 1.1% from the previous quarter and we have a turnover of 2.6% in respect of total staff turnover which is a 0.7% decrease from the previous quarter.
- We have 394.5 permanent employees and 26 staff on Fixed Term Contracts.
- There were 11 leavers in this quarter which can be broken down as:
 - 6 End of Term Fixed Contracts
 - 3 Resignations

Item 01

- 2 TUPE transfers.
- There were 3 new starts in this quarter with 2 of these being permanent staff and one being a fully funded fixed term contract.
- There had been 9 flexible working requests within this quarter all of which had been approved which will represent a total recurrent saving of 1.6 FTE in 2020/21
- 6 teaching staff transferred to permanent contracts following the completion of 2 years continuous service which represents a total of 3.477 FTE.
- 8 supply assessors were transferred to a permanent contract following the completion of 2 years continuous service which represents a total of 2.7 FTE.
- There are currently 42 staff members furloughed which represents a £132K saving.
- Sickness rates have improved with 254.5 days being taken – 1.1% which is a 1.5 % decrease from the previous quarter. 43.8% of sickness absence was attributable to support staff and 56.2% attributable to academic staff. This is a decrease in respect of support staff but an increase in respect of academic staff.
- In this quarter there were 7 staff who were long term absent – 4 of which have returned, 1 has left and the other 2 remain on long term absence.
- The most common reason for absence in this quarter was mental health followed by stress and anxiety which again identifies the need to focus on the long term effects of Covid-19 on staff's wellbeing.

The Committee gave their thanks for the statistics which were found to be useful and discussions on these highlighted the following:

- Long Term absence of staff from the Finance Team. The Committee noted that capacity within the Finance Team is continuing to be monitored by the Shared Director of Finance with additional support being given by both the HR Manager and the HR Consultant.
- The impact which the conclusion of furloughing at the end of October may have. The Committee noted that most staff have returned to work with only a small amount still furloughed.
- The impact furlough has had on research. With the Committee noting that although there has been delays to some projects this has had not posed any financial detriment to us.
- Catering – concerns with regards reduced income and some staff remaining on the furlough scheme.
- How we are planning to assess what we offer and what staff require with regards their mental health and wellbeing. The Committee noted that the Health, Safety and Wellbeing group will be meeting to discuss the responses from the staff survey. The Committee was advised that the employee assistance programme continues to be promoted to staff and the Wellbeing Team are producing a monthly newsletter.
- The Committee was advised that discussions with HISA mirrors concerns with regards students mental health and wellbeing and it is hoped that the early student experience questionnaire will highlight if this is the case.
- The HR Manager advised the Committee that a campaign which will benefit both staff and students is currently being worked on.

8. EXTERNAL SUPPORT ANNUAL REPORT – **CONFIDENTIAL**

The HR Manager advised the Committee that with regards our Occupational Health Service we have seen improvements with appointments being given in a more timely fashion. Positive discussions have been held with regards the flu vaccine and how this will be rolled out with ELCC staff being a priority to receive this.

The HR Manager advised the Committee that the HR team continue to promote the Employee Assistance Programme and this provision will be reviewed within the new procurement framework later this month.

Confidential discussions took place regarding our HR System and the Committee noted that further discussions are required in order to progress this forward with considerations being given to the length of time it will take for an HR system to be ready to be used.

9. FEEDBACK ON COMMITTEE AND CHAIR EVALUATIONS

The Board Secretary took the Committee through the feedback received from the completed Committee and Chair Evaluations which were carried out offline during the summer.

Discussions on the following actions were discussed:

- Internal Performance Measures – It was **AGREED** that this would be covered by the annual evaluations and that it was felt that appropriate internal performance measures are being received with this being evidenced by the audit trail for the FRP, the VSS and alternatives to redundancies.
- Members having received necessary training – it was **AGREED** that the Board Secretary would ensure that all new Board Members have received their induction and report back to the Committee on this in November. The Committee felt that no further training requirement was needed over and above the core governance training provided.

10. POLICIES AND PROCEDURES FOR APPROVAL

- Special Leave Policy – The HR Manager advised the Committee that this was a newly created policy which draws upon best practice with other providers to ensure that Managers can make consistent decisions. The Committee **APPROVED** the Policy which will now be taken to the Board of Management for final approval.

- Staff Code of Conduct Policy – The HR Manager advised the Committee that the policy had been updated to bring it in line with current legislation, terminology and to ensure legal compliance. The Committee **APPROVED** the Policy which will now be taken to the Board of Management for final approval.

- Staff Recruitment & Selection Policy - The HR Manager advised the Committee that the policy had been updated to bring it in line with current legislation,

terminology and to ensure legal compliance. The Committee **APPROVED** the Policy which will now be taken to the Board of Management for final approval.

However it was highlighted to the Committee the need to ensure the protection of characteristics with regards equality and a discussion on how to bring awareness with regards intersexuality took place. The HR Manager advised the Committee that she would be happy to look at this but felt that this may be a bigger piece of work which encompasses a wider range than just our policies and procedures and it was noted that we would begin to look at a strategic statement with regards inclusion which can then be tested again each policy.

11. EMPLOYEE RELATIONS

The Committee noted the following minutes of meetings:

- Minutes of the Meeting of the JCC – 29 June 2020
- Minutes of the Meeting of the JCC – 04 August 2020
- Minutes of the Meeting of the JCC – 15 June 2020

12. AOCB

The HR Manager advised the Committee that the Partnership Council had begun the process of recruiting a HR Strategic Lead which will encompass a move to a common HR system throughout the partnership. We will continue to monitor how this develops and updates will be brought to the Committee as necessary.

13. DATE OF NEXT MEETING – Thursday 12 November 2020 at 08.30am.

Signed by the Chair:

Date:

Outstanding Actions

Item 02

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|------------------------------------|---|------------------------------------|--|---|
| 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. October 2020 |
| 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 |
| 17 September 2020 | | | | |
| Workforce Planning | The HR Manager to prepare a paper on the Workforce Plan for the November meeting. This will include how the plan corresponds with the FRP and the TSR, the possible alignment of the HR service with NHC and the methodology which may be used to review the Curriculum Plan. | HR Manager | | Nov 20. |
| National Bargaining/Job Evaluation | To be included within Risk Register as either a separate risk or within an existing risk. | HR Manager | | Nov 20. |
| Induction Training | The Board Secretary is to ensure that all new Board Members have received their induction. | Board Sec | | Nov 20. |
| Protection of Characteristics | HR Manager to look at the protection of characteristics with regards equality and intersexuality. | HR Manager | | |

Board of Management

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|--|---|
| Subject/Title: | HR Policies & Procedures |
| Author: [Name and Job title] | Nicola Quinn HR Manager |
| Meeting: | BoM HR Committee |
| Meeting Date: | 12 th November 2020 |
| Date Paper prepared: | 18 th September 2020 |
| Brief Summary of the paper: | BoM HR Committee are asked to agree the changes to the Staff Disciplinary Policy and approve progression to the next stage of approval. |
| Action requested: [Approval, recommendation, discussion, noting] | Approval |
| Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change | |
| Resource implications: | Yes / 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 | The Staff Disciplinary Policy was discussed at Scrutiny Panel (29/05/2020). Staff Consultation took place between 8 th – 29 th June 2020 and JCC agreed the changes to the Staff Disciplinary Policy on 5 th August 2020. SMT Committee approved the Staff Disciplinary Policy changes on 17 th September 2020. |

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|---|--|--|--|
| Status – [Confidential/Non confidential] | | | |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | | | |
| *If a paper should not be included within “open” business, please highlight below the reason. | | | |
| Its disclosure would substantially prejudice a programme of research (S27) | | Its disclosure would substantially prejudice the effective conduct of public affairs (S30) | |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33) | | Its disclosure would constitute a breach of confidence actionable in court (S36) | |
| Its disclosure would constitute a breach of the Data Protection Act (S38) | | Other (please give further details) | |
| For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.) | | | |

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



STAFF DISCIPLINARY POLICY

REFERENCE: PL/HR/2017/004

| | |
|--------------------------------------|--|
| Lead Officer | Director of Organisational Development and Performance <u>HR Manager</u> |
| Review Officer | HR Manager <u>Business Partner</u> |
| Date first approved by BoM | 9 March 2009 |
| First Review Date | 20 December 2012 |
| Date review approved by BoM | 1 June 2017 |
| Next Review Date | June 2020 |
| Equality impact assessment | Yes |
| Further information (where relevant) | |

| Reviewer | Date | Review Action/Impact |
|----------------------------|----------|---|
| HR Manager | 09.03.09 | Amendments approved by BoM HR Committee |
| HR Manager | 01.06.17 | Review approved by BoM HR Committee |
| HR Manager | | |
| | | |

Contents

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| 3. Scope | 4 |
| 4. Compliance | 4 |
| 5. Monitoring | 4 |
| 6. Review | 4 |

1.1. Policy Statement

The College aims to resolve ~~any~~ issues before reaching a formal stage. ~~The college aims to take steps to deal with issues as quickly as possible, where appropriate, and where to appropriate deal with issues as quickly as possible in an expedited manner where appropriate.~~ In doing so the disciplinary policy and procedures are to help the College promote orderly employment relations as well as ensuring fairness and consistency in the treatment of staff.

The purpose of the disciplinary policy is to:

- provide a framework within which disciplinary issues can be resolved in a way which is designed to promote fairness in relation to the treatment of all staff;
- ~~ensure that disciplinary issues are resolved as quickly as possible in an expedited manner; ensure that the College acts promptly when disciplinary matters come to light;~~
- inform staff of the behaviours that are expected from them during the course of their employment.
- meet the ~~college~~ College's statutory responsibilities ~~in line with legislation.~~

The detailed procedure sets out the stages which must be followed – Procedure Reference: PR/HR/2017/002

1. Legislative framework/related policies

~~1.1.~~ Data Protection Act ~~1998~~2018.

~~1.1.1.2.~~ [General Data Protection Regulations](#)

~~1.2.1.3.~~ Public Interest Disclosure Act 1998.

~~1.3.~~ [Employment Act 2002 \(Dispute Resolution\) Regulations.](#)

1.4. Employment Relations Act 2004.

1.5. Health & Safety at Work 1974.

~~1.6.~~ [Disability Discrimination Act 1995.](#)

~~1.7.1.6.~~ Equality Act 2010.

~~1.8.~~ The Local Government Pension Scheme (Administration) (Scotland) Regulations 2008.

~~1.9.1.7.~~ Promoting Attendance Policy.

~~1.8.~~ Staff Code of Conduct Policy.

~~1.10.1.9.~~ [Performance Improvement Policy.](#)

~~1.11.~~ [Staff Drug and Alcohol Policy.](#)

~~1.12.~~ [Preventing Fraud and Corruption Policy.](#)

~~1.13.1.10.~~ Protection of Children and Adults at Risk Policy.

~~1.14.1.11.~~ Inverness College Public Interest Disclosure (whistle blowing) Policy.

~~1.15.1.12.~~ Data Protection Policy.

~~1.16.1.13.~~ Scope

3.1. This policy applies to all Inverness College staff.

~~1.17.1.14.~~ Compliance

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

4.2. This document is compliant with the disciplinary, dismissal and grievance regulations as detailed in the 'Legislative framework/related policies' above.

~~1.18.1.15.~~ 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.

~~1.19.1.16.~~ Review

6.1 The policy and related procedures will normally be reviewed every three years to ensure it continues to meet College requirements within the legislative framework.

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|---|---|
| Subject/Title: | Voluntary Severance Scheme |
| Author: [Name and Job title] | Nicola Quinn, HR Manager |
| Meeting: | Human Resources Committee |
| Meeting Date: | 12 November 2020 |
| Date Paper prepared: | 04 November 2020 |
| Brief Summary of the paper: | The report sets out progress of the College's Voluntary Severance Scheme. |
| Action requested: [Approval, recommendation, discussion, noting] | Noting |
| Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change | |
| Resource implications: | Yes |
| Risk implications: | Yes If yes, please specify: Operational: |
| Equality and Diversity implications: | |
| Consultation: [staff, students, UHI & Partners, External] and provide detail | |

ITEM 05

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

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|--|---|
| Subject/Title: | National Bargaining |
| Author: [Name and Job title] | Nicola Quinn, HR Manager |
| Meeting: | Human Resources Committee |
| Meeting Date: | 12 November 2020 |
| Date Paper prepared: | 04 November 2020 |
| Brief Summary of the paper: | To report on the latest developments in pay and conditions collective bargaining. |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion |
| Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change | |
| Resource implications: | Yes / No If yes, please specify: |
| Risk implications: | Yes / No If yes, please specify: Operational: Organisational: |
| Equality and Diversity implications: | Yes/No If yes, please specify: |
| Consultation: [staff, students, UHI & Partners, External] and provide detail | |

ITEM 06

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

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|--|--|
| Subject/Title: | Human Resources Report Quarter 1 2020-21 |
| Author: [Name and Job title] | Nicola Quinn, Human Resources Manager |
| Meeting: | Human Resources Committee |
| Meeting Date: | 12 November 2020 |
| Date Paper prepared: | 2 November 2020 |
| Brief Summary of the paper: | This report presents qualitative analysis of key HR measures surrounding turnover and absence. |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion |
| Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change | Enhancing Performance |
| Resource implications: | No If yes, please specify: |
| Risk implications: | Yes / No If yes, please specify: Operational: Organisational: |
| Equality and Diversity implications: | Yes/No If yes, please specify: |
| Consultation: [staff, students, UHI & Partners, External] and provide detail | SMT |

ITEM 07

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|---|------------------|--|--|
| Status – [Confidential/Non confidential] | Non-confidential | | |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | | | |
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| Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33) | | Its disclosure would constitute a breach of confidence actionable in court (S36) | |
| Its disclosure would constitute a breach of the Data Protection Act (S38) | | Other (please give further details) | |
| For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.) | | | |

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Human Resources Report Quarter 1 2020-21

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 Q1 2020/21 was 5.3%, an increase of 4.3% compared with the previous quarter (1% in Q4 2019/20) and an increase when compared with Q1 in 2019/20 (4.4%).

Total staff turnover, including fixed-term contracts coming to an end in Q1 2020/21, was 6.5%, a 3.9% increase from the previous quarter (2.6% in Q4 2019/20) and a 0.7% increase compared with Q1 in 2019/20 (5.8%).

2. Headcount and FTE

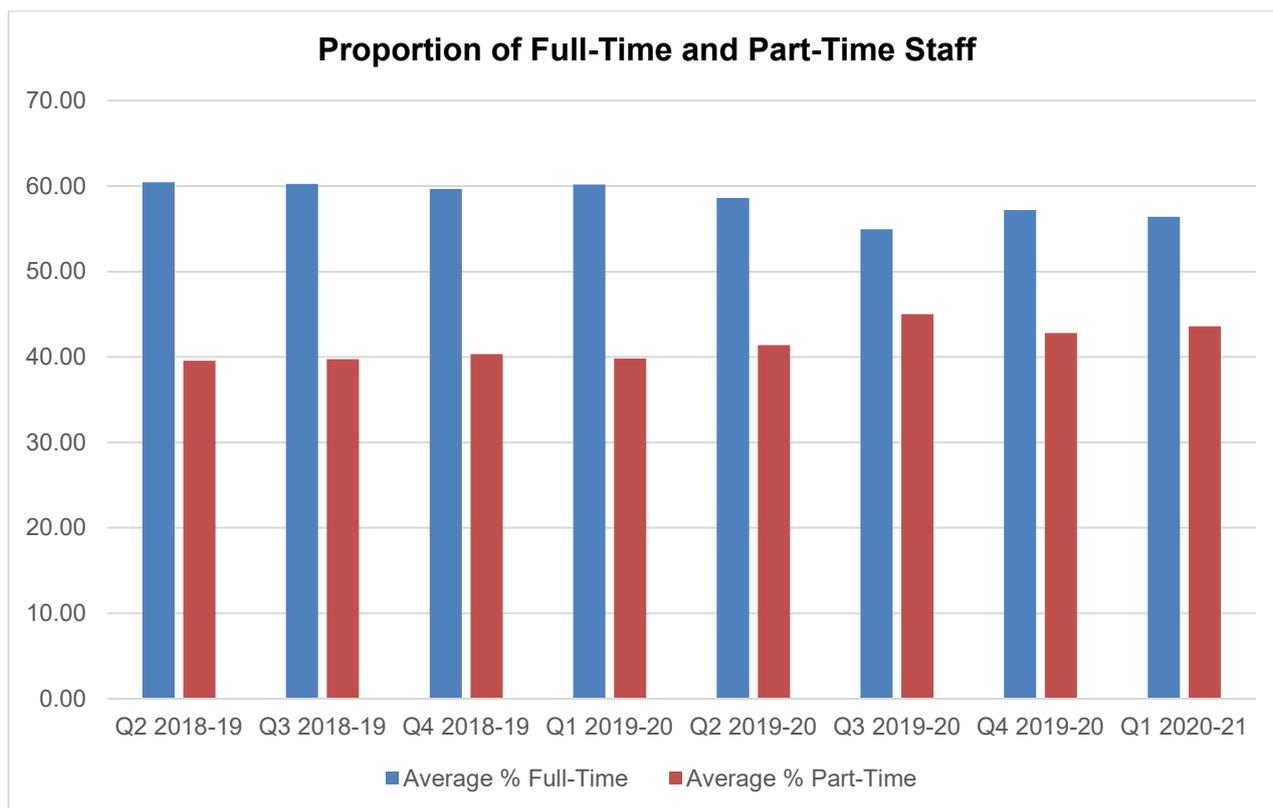
In Q1 2020/21, Average Headcount was 414; 393.5 being permanent employees, and 20.5 being on fixed-term contracts. Of these fixed-term contracts, 1 began in Q1.

Of the fixed-term contracts remaining at the end of Q1 2020/21, contract end dates are as follows:

| Quarter FTC ending | FTE | Headcount |
|---------------------------|-------------|------------------|
| 2020-21 Q2 | 11.4 | 12 |
| 2020-21 Q3 | 1.0 | 2 |
| 2020-21 Q4 | 5.0 | 7 |
| 2021-22 Q4 | 1.0 | 1 |
| 2022-23 Q1 | 0.4 | 1 |
| 2022-23 Q2 | 1.0 | 1 |
| Total | 19.8 | 24 |

In Q1 2020/21, average FTE was 340.1, 324.7 FTE being permanent and 15.4 FTE being fixed-term employees.

The proportion of full-time staff in Q1 2019/20 was 56.4% compared to 43.6% part-time which is comparable to previous quarters:



Summary of actual supply FTE in Q1 2020/21 has reduced compared with previous quarters as shown in the table below (sickness cover was not separated from planned activity until Q2 2019/20):

| Supply FTE (QTR ACTUALS) | Q1 2020/21 | Q4 2019/20 | Q3 2019/20 | Q2 2019/20 | Q1 2019/20 | Q4 2018/19 |
|------------------------------------|------------|------------|------------|------------|------------|-------------|
| Supply Teaching - Planned Activity | 1.5 | 4.5 | 6.8 | 5.7 | 3.9 | 6.9 |
| Supply Teaching - Sickness Cover | 0.0 | 0.1 | 0 | 0.2 | - | - |
| Supply Support | 1.2 | 1.0 | 1.5 | 1.4 | 1.5 | 2.1 |
| *Supply Assessors | 0.5 | 1.1 | 1.2 | 1.1 | 0.9 | 1.3 |
| Total | 3.2 | 6.7 | 9.5 | 8.4 | 6.3 | 10.3 |

ITEM 07

Summary of teaching staff FTE and contract type in Q1 2020/21 compared with previous quarters, including Teaching Management (Heads of School and Depute Heads of School):

| Average FTE (Academic) | Q1 2020/21 | Q4 2019/20 | Q3 2019/20 | Q2 2019/20 | Q1 2019/20 | Q4 2018/19 | Q3 2018/19 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Permanent Teaching Staff (Management) | 13 | 13 | 13 | 13 | 13 | 7 | 7.2 |
| Permanent Teaching Staff | 142.2 | 145.4 | 145.6 | 145.7 | 147.3 | 151 | 141.5 |
| Fixed-Term Teaching Staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.2 | 1.4 | 4.1 |
| Total | 155.2 | 158.4 | 158.6 | 158.7 | 160.5 | 159.4 | 152.8 |

Summary of support staff FTE and contract type in in Q1 2020/21 compared with previous quarters:

| Average FTE (Support) | Q1 2020/21 | Q4 2019/20 | Q3 2019/20 | Q2 2019/20 | Q1 2019/20 | Q4 2018/19 | Q3 2018/19 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Permanent Support Staff (Management) | 12.8 | 13.5 | 13.8 | 14.4 | 14.9 | 15.3 | 15.8 |
| Permanent Support Staff | 142.3 | 144.9 | 145.9 | 144.6 | 144.6 | 136.2 | 135.4 |
| Fixed-Term Support Staff | 15.4 | 18.4 | 20.0 | 18.4 | 17.6 | 23.4 | 26.8 |
| Permanent Assessors | 13.9 | 14.2 | 10.5 | 10.9 | 8.2 | 5.4 | 3 |
| Fixed-Term Assessors | 1.0 | 1.0 | 1.0 | 1.0 | 1.5 | 1.9 | 3.2 |
| Total | 185.4 | 192.0 | 191.2 | 189.3 | 186.8 | 182.2 | 184.2 |

3. Leavers

On 5 May 2020 the RSB approved the Voluntary Severance Scheme upon which it was then sent to the SFC for their approval. Formal approval of the scheme by the SFC was received on Friday 05 June 2020. On Tuesday 09 June 2020, the Voluntary Severance Scheme (VSS) was launched to all staff.

This contributed to increased turnover in Q1 2020/21 when compared with previous quarters.

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There were 27 leavers in Q1 2020/21: 5 End of Fixed-Term Contracts, 6 Resignations, 2 Retirements, and 14 Voluntary Severance.

| Job Classification Description | Headcount | Total FTE | Reason for leaving |
|--|-----------|-------------|---|
| Support Staff Established | 5 | 4.1 | 2 x Resignations 3 x Vol. Severance |
| Support Staff Non-Established | 6 | 3.1 | 5 x End of FTC 1 x Vol. Severance |
| Support Term-Time Only Non-Established | 6 | 4.0 | 2 x Resignation 4 x Vol. Severance |
| Support Management SMT Established | 1 | 1.0 | 1 x Resignation |
| Teaching Staff Established | 9 | 6.3 | 1 x Resignation 2 x Retirement 6 x Vol. Severance |
| Total | 27 | 18.5 | |

Of the 6 resignations: 2 were from individuals in an “At Risk” group, 3 were from individuals who moved to alternative organisations, and 1 was due to personal circumstances.

The resignations were from the following departments: Early Learning & Childcare Centre (ELCC); SMT; Care, Health & Wellbeing; and Finance.

Of the 14 departures under the VSS, 6 were from individuals “At Risk” (International, ELCC, Engineering Technology, and SMT Admin).

Of the remainder, 2 were from Care, Health & Wellbeing; 3 from Education & Applied Science; 1 from Estates; and 1 from Student Records.

Backfill has been or will be sought for 3 of the 27 leavers, representing 2.4 FTE (Technician Psychology, Lecturer Counselling, and Accountant). For the remaining **16.1 FTE** no backfill has been sought or approved thus far. This will represent an overall reduction in FTE in Q2 2020-21.

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

| Job Title | FTE | Reason | Effective Date |
|-------------------------------|-----|--------|----------------|
| Lecturer – Digital Technology | 0.4 | VSS | 11/11/2020 |
| Assessor/Trainer – MM Eng. | 1.0 | VSS | 31/12/2020 |
| Childcare Practitioner | 0.4 | VSS | 31/12/2020 |
| Childcare Practitioner | 0.7 | VSS | 31/12/2020 |

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| | | | |
|--------------------------|------------|-----|------------|
| Childcare Practitioner | 0.9 | VSS | 31/12/2020 |
| Childcare Practitioner | 0.8 | VSS | 31/12/2020 |
| Food Services Assistant | 0.7 | VSS | 31/12/2020 |
| Technician – Engineering | 1.0 | VSS | 22/01/2021 |
| Lecturer – Education | 0.6 | VSS | 22/01/2021 |
| Lecturing – Engineering | 1.0 | VSS | 03/02/2021 |
| Total | 7.6 | | |

4. Starters

There were 3 starters in Q1 2020/21 as outlined in the table below:

| Job Classification Description | No. of Starters | Total FTE |
|--|-----------------|------------|
| Support Staff Established Position | 1 | 0.1 |
| Support Staff Non-Established Position | 1 | 0.2 |
| Teaching Staff Established Position | 1 | 0.4 |
| Total | 3 | 0.7 |

Of the 2 **permanent** contracts appointed:

2 were backfills for established posts following resignation:

- Lecturer – Counselling (0.4 FTE)
- MSc Programme Leader (0.1 FTE)

The 1 **fixed-term** contract appointed in Q1 was a fully funded new post:

- Research Assistant (0.2 FTE)

5. Staff Changes

In Q1 2020/21, 2 members of staff were promoted: 1 following successful completion of a qualification (Childcare Practitioner), and 1 following an interview to backfill the Head of Forestry vacancy. 1 member of staff in an “At Risk” group was transferred into a vacant post following a resignation.

2 flexible working requests were submitted in Q1 2020/21 and 1 was approved with the other still under consideration. The one that was approved represents a 0.2 FTE reduction. This will therefore represent a total recurrent saving of **0.2 FTE** in 2020/21 onwards. In addition, 11 flexible working requests came into effect in Q1 2020/21, 7 being from academic and 4 from support staff. This represents a reduction in Q1 of **1.8 FTE**, 0.5 FTE being from support and 1.3 FTE being from academic staff.

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The flexible working request which was approved in Q1 2020/21 was from a male member of staff in an academic function.

6. Other staff savings – furlough

Due to the ongoing coronavirus pandemic, 20 staff remain on flexible furlough leave as follows:

| Department | Total Headcount | Total FTE | Flexible Furlough To |
|--------------|-----------------|-------------|----------------------|
| Hospitality | 20 | 15.5 | TBC* |
| Total | 20 | 15.5 | |

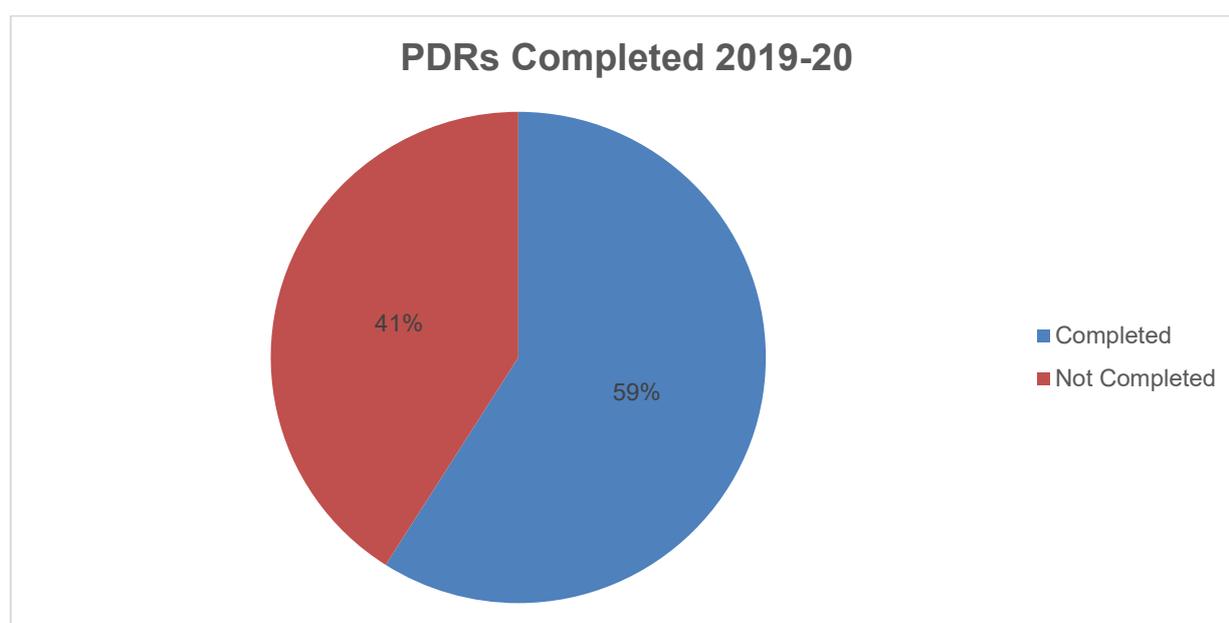
This represents monthly savings as follows:

| Month 2020/21 | Saving |
|---------------|-------------------|
| August | £24,094.62 |
| September | £8,978.26 |
| October | £9,884.59 |
| Total | £42,957.47 |

The UK Government confirmed on 05 November 2020, that the furlough scheme will now be extended until the end of March 2021.

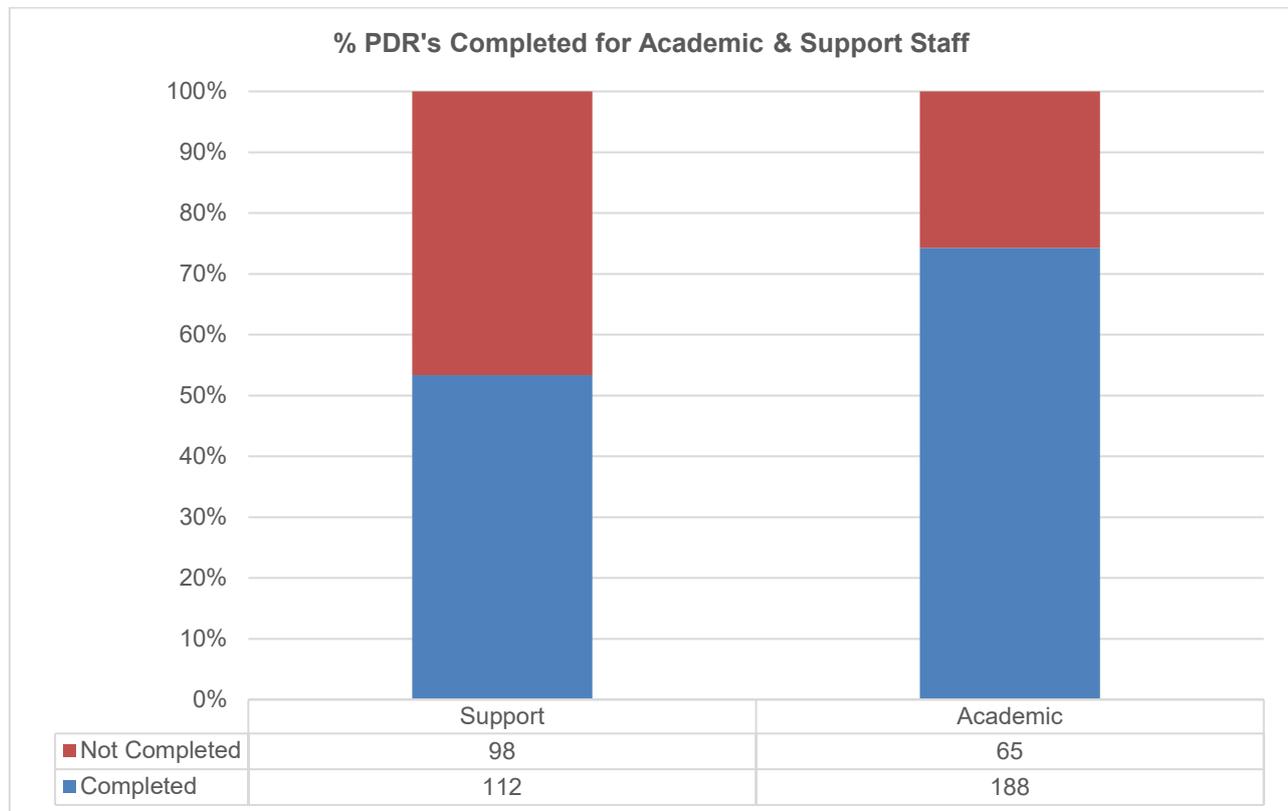
7. Performance & Development Reviews (PDRs)

By the end of the academic year 2019/20, managers reported having completed 59% of PDRs.



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Of those completed, 47.7% represented those undertaken with support staff and 52.3% were those undertaken by academic staff. For academic staff, 74.3% of PDRs were completed and for support staff, 53.3% were completed in 2019-20.



PDRs were completed for 59% of permanent staff and 59% of fixed-term staff in 2019/20 which is representative of the percentage completed overall.

For those staff working full-time hours (1 FTE), 56.8% of PDRs were completed in 2019/20. For those staff working part-time hours (i.e. less than 1 FTE), 61.9% of PDRs were completed in 2019/20. This does not indicate a significant difference in PDRs completed between full and part-time staff in 2019/20.

8. Absence

Sickness absence in Q1 2020/21 totalled 395.5 days, equivalent to 1.8%.

This is a 0.7% increase from Q4 2019/20 (1.1%).

This is a decrease compared to Q1 2019/20 (3.3%), a decrease compared to Q1 2018/19 (2.4%), and a decrease compared to Q1 2017/18 (3.2%).

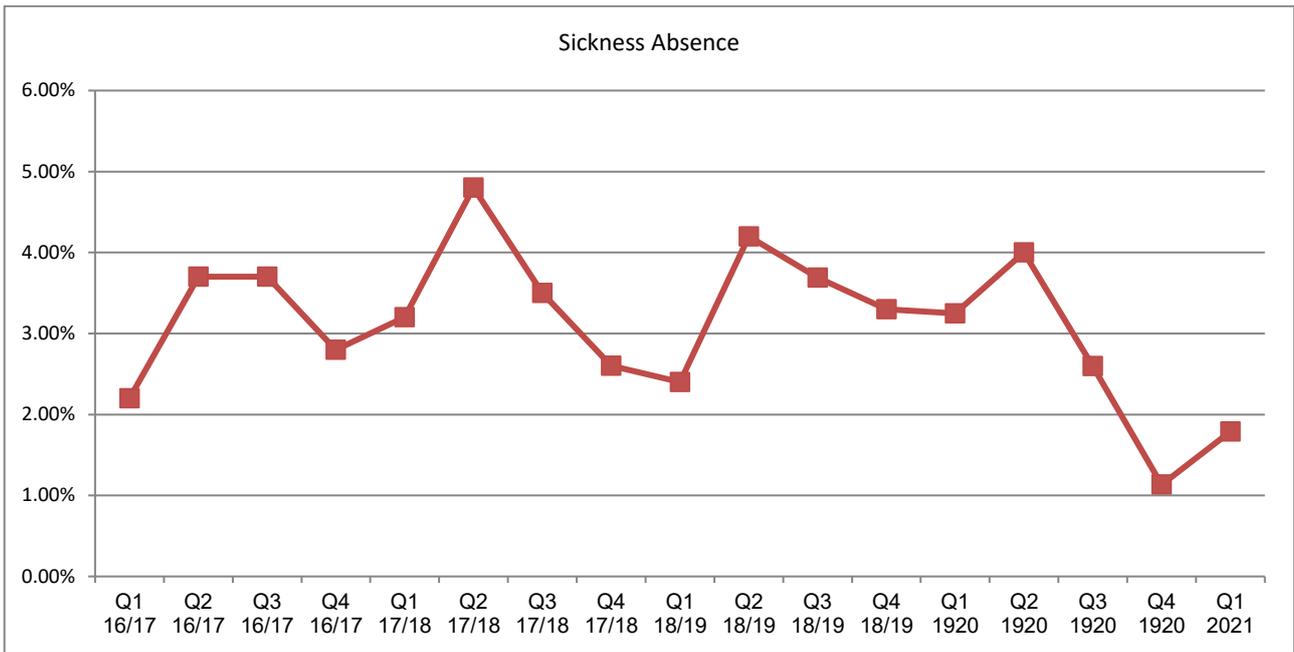
Summary of days lost compared with previous quarters:

| Absence Reason | | Days lost | | Days lost | | Days lost |
|---------------------------|----------|-----------|----------|-----------|----------|-----------|
| Back Pain | Q1 20/21 | 3 | Q4 19/20 | | Q3 19/20 | 6 |
| Bacteriological Infection | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | 7.5 |
| Bereavement | Q1 20/21 | | Q4 19/20 | 21 | Q3 19/20 | 16 |
| Cardiac/Circulation | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | 3 |
| Cold/Flu | Q1 20/21 | 15 | Q4 19/20 | | Q3 19/20 | 79 |
| Debility | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | |
| Dental | Q1 20/21 | 3 | Q4 19/20 | | Q3 19/20 | 3 |
| Diabetes | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | |
| Digestive System | Q1 20/21 | 2.5 | Q4 19/20 | 1 | Q3 19/20 | 7.5 |
| Eye Problems | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | 0.5 |
| Food Poisoning | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | |
| Gastrointestinal | Q1 20/21 | 6 | Q4 19/20 | | Q3 19/20 | 18 |
| Genitourinary | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | 1 |
| Gynaecological | Q1 20/21 | 2 | Q4 19/20 | | Q3 19/20 | 1.5 |
| Headaches/Migraine | Q1 20/21 | 3 | Q4 19/20 | 7 | Q3 19/20 | 7.5 |
| Injury | Q1 20/21 | 38 | Q4 19/20 | | Q3 19/20 | 24 |
| Mental Health | Q1 20/21 | 64.5 | Q4 19/20 | 28 | Q3 19/20 | 46 |
| Minor Illness | Q1 20/21 | 3 | Q4 19/20 | | Q3 19/20 | 16.5 |
| Multiple Sclerosis | Q1 20/21 | 1 | Q4 19/20 | 1.5 | Q3 19/20 | 7 |
| Musculoskeletal | Q1 20/21 | 34 | Q4 19/20 | | Q3 19/20 | 7 |
| Neurological | Q1 20/21 | 65 | Q4 19/20 | 66 | Q3 19/20 | 66 |
| Oncological | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | |
| Phased return to work | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | |
| Pregnancy Related | Q1 20/21 | 46 | Q4 19/20 | | Q3 19/20 | 4 |
| Respiratory | Q1 20/21 | 13.5 | Q4 19/20 | | Q3 19/20 | 33 |
| Stress/Anxiety | Q1 20/21 | 65 | Q4 19/20 | 49 | Q3 19/20 | 136.5 |
| Surgical | Q1 20/21 | 21 | Q4 19/20 | 16 | Q3 19/20 | 27 |
| Viral infection | Q1 20/21 | 9 | Q4 19/20 | 4 | Q3 19/20 | 48 |
| Unknown | Q1 20/21 | 1 | Q4 19/20 | | Q3 19/20 | 8 |
| COVID-19 | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | 6 |
| Self-Isolation (Covid-19) | Q1 20/21 | | Q4 19/20 | | Q3 19/20 | 4 |
| Long term absence | Q1 20/21 | 252 | Q4 19/20 | 173 | Q3 19/20 | 211 |
| Short term absence | Q1 20/21 | 143.5 | Q4 19/20 | 81.5 | Q3 19/20 | 615 |

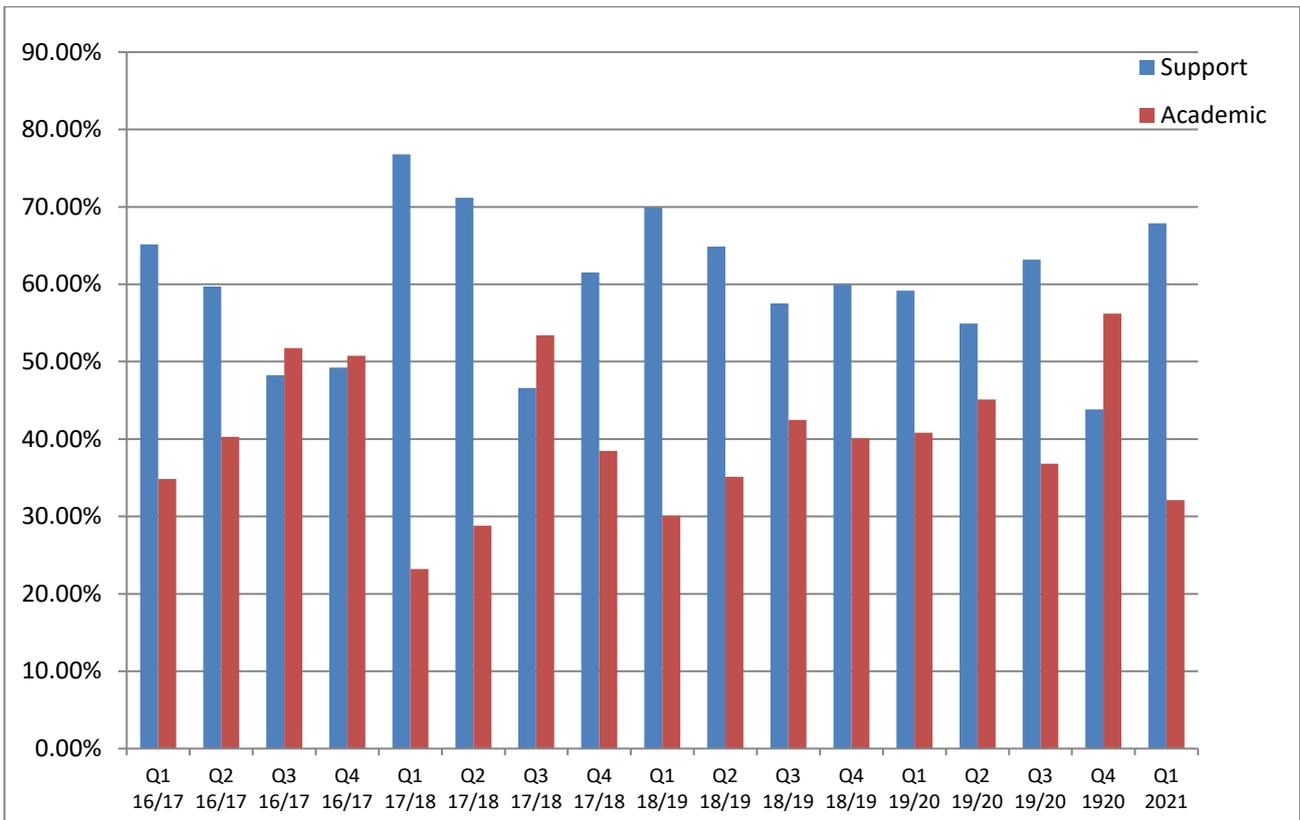
In Q1 2020/21, 67.9% of absence was attributable to support staff and 32.1% to academic staff. In comparison to Q4 2019/2020, this is an increase of 24.1% for support staff absence and a decrease of 24.1% for academic staff.

Management referrals to Occupational Health (NHS Highland) numbered 10 in Q1 2020/21, relating to employees with long-term sickness absence or ongoing medical conditions and reasonable adjustments in relation to COVID-19 restrictions.

% 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).

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In Q1 2020/21, out of 5 staff who were long-term absent; 1 was due to stress/anxiety; and 1 each due to pregnancy, injury, mental health and neurological. 2 of those staff have since returned to work and 3 remain absent and under the care of Occupational Health.

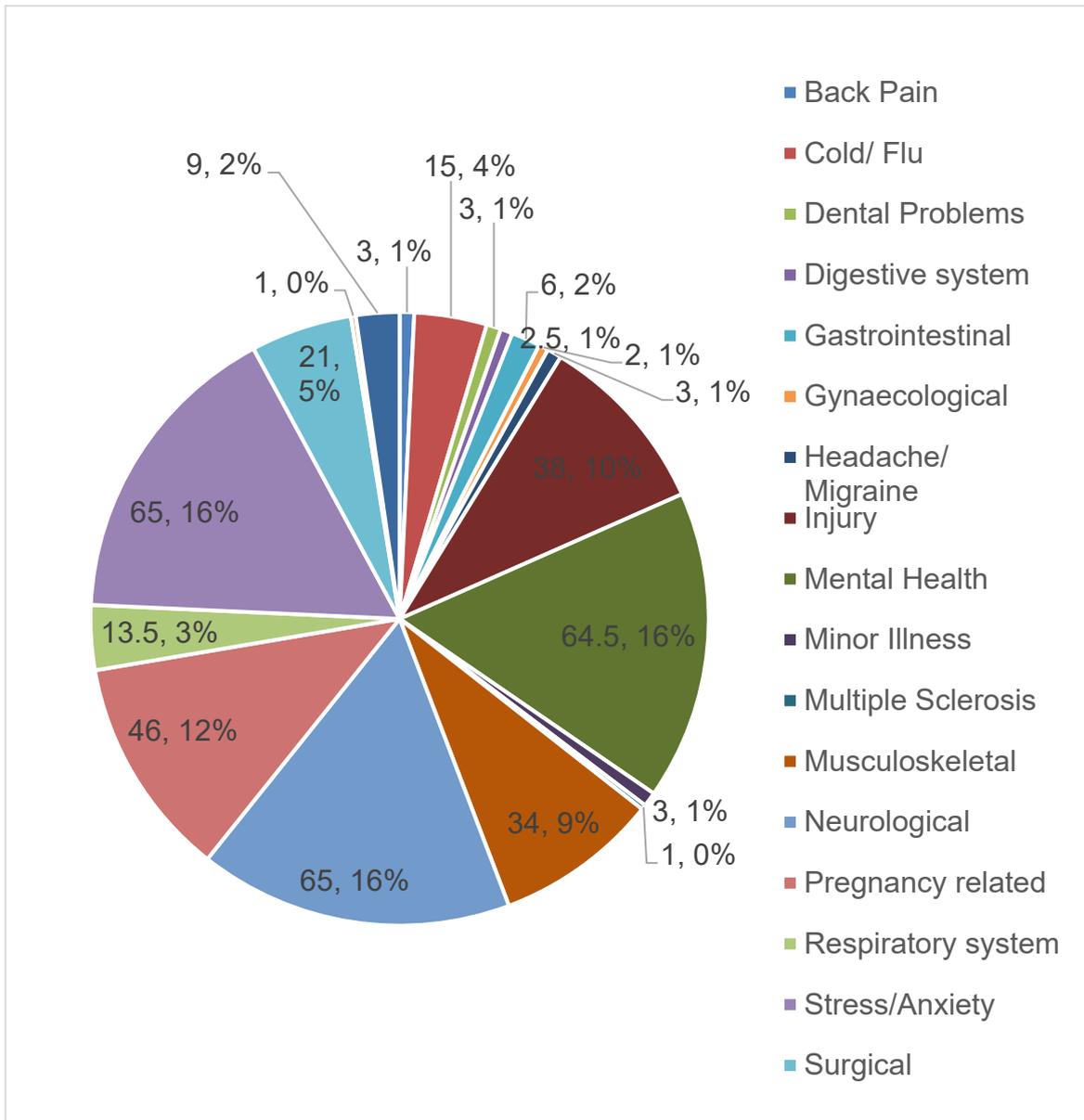
The most common reason for absence in Q1 2020/21, based upon total number of episodes, was cold/flu, with a total of 15 days lost across 9 episodes (3.8% of total absence and 8 individuals). The second most common reason was mental health, with 64.5 days lost across 6 episodes (16.3% of total absence and 3 individuals). The third most common reason for absence was injury, with a total of 38 days lost across 5 episodes (9.6% of total absence and 5 individuals).

Stress/anxiety and neurological accounted for the greatest proportion of absence in Q1 2020/21, each constituting 16.4% of total absence (2 individuals). The second greatest proportion of absence in Q1 2020/21 was attributable to mental health (16.3% and 3 individuals); followed by pregnancy related absence (11.6% and 1 individual).

Since restrictions were put in place to control the spread of the COVID-19 virus on 23 March 2020, no individuals in Q1 2020/21 were recorded as being absent due to COVID-19. In Q1 2020/21 there was one confirmed student case of COVID-19 whereby affected staff were asked to self-isolate and work remotely.

The College buildings have been open since 24 August on a restricted, pre-authorised basis where deemed essential.

Days Lost by Absence Reason (Q1 2020/21)



HR Committee

| | |
|---|--|
| Subject/Title: | Half Yearly Employment Law Update |
| Author: [Name and Job title] | Nicola Quinn, HR Manager |
| Meeting: | Human Resources Committee |
| Meeting Date: | 12 November 2020 |
| Date Paper prepared: | 04 November 2020 |
| Brief Summary of the paper: | This paper sets out a summary of the key employment law developments over the last 6 months and any actions/implications on the college. |
| Action requested: [Approval, recommendation, discussion, noting] | Discussion |
| Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change | Compliance Risk Management |
| Resource implications: | No If yes, please specify: |
| Risk implications: | Yes If yes, please specify: Operational: Organisational: |
| Equality and Diversity implications: | No If yes, please specify: |
| Consultation: [staff, students, UHI & Partners, External] and provide detail | |

ITEM 08

| | | | |
|--|------------------|--|--|
| 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 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

Half Yearly Employment Law Update

| Topic | Impact / Key policy/procedure | Progress |
|--|--|--|
| <p>COVID – 19</p> <p>Furlough and Flexible Furlough</p> <p>The key employment law development over the last 6 months has been the government support for business through the Corona Virus Pandemic.</p> <p>Arrangements for recording absence and furlough were very quickly put in place and developed and amended as the situation developed.</p> <p>Scottish Government changes their position on Scottish education providers and furlough on 23 April by way of an SFC guidance signalling that colleges and universities could now apply furlough arrangements.</p> <p>From 01 July businesses can bring furloughed employees back to work on a part time basis. Firms given the flexibility to decide the hours and shift patterns of their employees – with the government continuing to pay 80% of salaries for the hours they do not work.</p> <p>Furlough extension and job support scheme postponement</p> <p>On 24 September, Chancellor announced a new scheme to replace the Coronavirus Job Retention Scheme (CJRS) which was due to close 31 October 2020. In view of the lockdown due to start in England on 5 November, the furlough scheme has now been extended into December, mirroring the CJRS support provisions in August. As before, the government will pay 80% of furloughed employees' wages, either for full or part-time hours, subject to a monthly £2,500 cap.</p> | <p>Absence recording processes to capture those staff that are self-isolating, shielding, working from home and available to respond to incidents.</p> <p>Daily/weekly reports provided regarding the status of the staff group ensuring sufficient cover and delivery of the service.</p> <p>Variation of contracts for furlough staff.</p> <p>Identify working preferences to assist college management with forward planning, in relation to the development of flexible working arrangements due to the on-going restrictions imposed by Covid-19.</p> | <p>Joint Trade Union Management Position locally agreed to furlough staff.</p> <p>Consultations progressed and variation of contract letters issued.</p> <p>Circa 40 staff furloughed within the ELCC, Catering and research.</p> <p>Circa 20 staff remain on Flexible Furlough – Catering.</p> <p>Watching brief to extend furlough (Scotland) and thereafter further considerations.</p> |

| Topic | Impact / Key policy/procedure | Progress |
|--|-------------------------------|--|
| <p>The Job Support Scheme (JSS), which was due to start on 1 November and run for six months, has now been postponed until the CJRS ends. It is designed to top up the pay of employees brought back into work but working fewer hours due to decreased demand.</p> | | |
| <p>COVID – 19</p> <p>Job Retention Scheme Bonus</p> <p>On 31 July 2020, the government announced that it would pay employers a £1,000 one-off taxable payment for every eligible employee that the business had furloughed and kept continuously employed until 31 January 2021.</p> <p>To qualify, an employer must have claimed for and paid the employee under the Coronavirus Job Retention Scheme, the employee’s pay must have met the minimum income threshold (£1,560 gross per month) for each tax month between 6 November 2020 and 5 February 2021, and the employee must not be working under a contractual or statutory notice period on 31 January 2021.</p> | | <p>Claims for the bonus need to be made between 15 February and 31 March 2021.</p> |
| <p>Public Sector Exit Payments</p> <p>On 21 July 2020, the government confirmed its intention to introduce a £95,000 cap on exit payments in the public sector. The change allows these payments to be recovered from highly paid public servants moving between jobs.</p> <p>The change was first consulted on in August 2015 and resurrected in April 2019 with a further consultation. More consultation followed in September 2020.</p> <p>The Restriction of Public Sector Exit Payments Regulations 2020 were made on 14 October 2020 and come into force on 4 November 2020. Reforms to the terms governing exit payments to local government workers are in a separate set of regulations</p> | | |

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| Topic | Impact / Key policy/procedure | Progress |
|---|--------------------------------------|-----------------|
| expected to come into force during December 2020. | | |

HR Committee

| | |
|---|---|
| Subject/Title: | Review of Policies Timetable/Process in respect of HR Policies |
| Author: [Name and Job title] | Nicola Quinn, HR Manager |
| Meeting: | Human Resources Committee |
| Meeting Date: | 12 November 2020 |
| Date Paper prepared: | 05 November 2020 |
| Brief Summary of the paper: | This report updates the committee regarding the review of policies timetable/process in respect of HR policies. |
| Action requested: [Approval, recommendation, discussion, noting] | Noting. |
| Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change | |
| Resource implications: | Yes/No If yes, please specify: |
| Risk implications: | Yes/No If yes, please specify: |
| Equality and Diversity implications: | Yes/No If yes, please specify: |
| Consultation: [staff, students, UHI & Partners, External] and provide detail | |

ITEM 09

| | |
|---|--|
| Status – [Confidential/Non confidential] | |
| Freedom of Information Can this paper be included in “open” business* [Yes/No] | |
| *If a paper should not be included within “open” business, please highlight below the reason. | |
| Its disclosure would substantially prejudice a programme of research (S27) | Its disclosure would substantially prejudice the effective conduct of public affairs (S30) |
| Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33) | Its disclosure would constitute a breach of confidence actionable in court (S36) |
| Its disclosure would constitute a breach of the Data Protection Act (S38) | Other (please give further details) |
| For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.) | |

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

Review of Policies Timetable/Process in respect of HR Policies

Executive summary

This report updates the committee regarding the review of policies timetable/process in respect of HR policies.

| HR Policies | Date review approved by BoM | Next review date | Timeline for review and approval |
|---------------------------------|-----------------------------|------------------|--|
| Approved and Published | | | |
| Performance Improvement | Oct-19 | Oct-22 | |
| Staff Grievance | Oct-19 | Oct-22 | |
| Staff Mediation | Oct-19 | Oct-22 | |
| TOIL | Oct-19 | Oct-22 | |
| Maternity and Parenting Leave | Apr-20 | Apr-23 | |
| Relocation and Removal Scheme | Apr-20 | Apr-23 | |
| Special Leave | Oct-20 | Oct-23 | |
| Staff Code of Conduct | Oct-20 | Oct-23 | |
| Staff Recruitment and Selection | Oct-20 | Oct-23 | |
| Going through Scrutiny | | | |
| Staff Disciplinary | | | HR Committee 12 November 2020 BOM 06 December 2020 |
| Promoting Attendance | | | Scrutiny Panel 11 November 2020 JCC & Staff Consultation SMT January 2021 HR Committee 11 March 2021 BOM 01 April 2021 |
| Leaving Inverness College | | | Scrutiny Panel 11 November 2020 JCC & Staff Consultation SMT January 2021 HR Committee 11 March 2021 BOM 01 April 2021 |
| Under Review | | | |
| Flexible Working | | | Scrutiny Panel - February 2021 JCC & Staff Consultation SMT March 2021 HR Committee 27 May 2021 BOM 29 June 2021 |
| Dignity in the Workplace | | | Scrutiny Panel - February 2021 JCC & Staff Consultation SMT March 2021 HR Committee 27 May 2021 BOM 29 June 2021 |
| Due Review | | | |
| Job Evaluation | | | TBC |