

# Human Resources and Remuneration Committee

Wed 15 June 2022, 16:30 - 18:30, Held via Teams

## Attendees

### Chair

- Simon Collins (Chair of Human Resources and Remuneration Committee)

### Prescribed Board Members

- Graeme Howell (Vice Chair of the Board of Management, Chair of Finance and General Purposes Committee, Senior Independent Member, Absent from 1, 2, 3, 4, 5)
- Lauren Doughton (Chair of Audit Committee)

### Other Board Members

- Angela Sutherland (Non-Teaching Staff Director)
- Grant Cumming (Independent Director)
- Rory Gillies (Independent Director)

### Staff In Attendance

- Matt Sierocinski King (Board Secretary)
- Judith Fenton (HR and OD Lead)
- Laura Burden (Depute Principal Tertiary)

### Apologies

- Jane Lewis (Principal - Shetland UHI)
- Karen Hall (Chair of Learning, Teaching, and Research Committee)
- David Sandison (Chair of the Board of Management, Chair of Search and Nominations Committee)

## Meeting minutes

### 1. Welcome, Apologies, and Announcements

Mr Collins (Chair of Human Resources and Remuneration Committee) welcomed everyone to the meeting.

Apologies were noted from Mr Sandison (Chair of the Board of Management), Ms Hall (Chair of Learning, Teaching, and Research Committee), and Professor Lewis (Principal of Shetland UHI).

### 2. Declarations of Interest

Mr Collins (Chair of Human Resources and Remuneration Committee) asked members of the committee to declare any interest that they may have with any item on the agenda for the meeting.

No declarations of interest were made by any member of the committee.

### 3. Minutes of the Previous Meeting

Mr Collins (Chair of Human Resources and Remuneration Committee) asked members to review both the confidential minutes of the previous meeting, and the non-confidential minutes of the previous meeting, for matters of accuracy.

No queries were raised

**Decision:** The committee approved the confidential minutes of the previous meeting.

**Decision:** The committee approved the non-confidential minutes of the previous meeting.

### 4. Matters Arising

The outcome of Jane and Matt's conversation was focused on the Scheme of Delegation to be presented to Board in July.

### 5. \*Terms of Reference

The terms of reference were noted.

#### 5.1. Amendment to Terms of Reference

Mx Sierocinski King (Board Secretary) introduced the paper. The Board Secretary spoke about the need to comply with the Code of Good Governance, and how the committee could do so while fulfilling the committee's remuneration remit.

The Board Secretary and Mr Collins (Chair of Human Resources and Remuneration Committee), spoke about how both could be met, without the need for a sub-committee of Human Resources and Remuneration Committee, by making a recommendation to Board of Management for an amended terms of reference.

**Decision:** The Committee will recommend the changes to the terms of reference to the Board of Management for approval at the next Board of Management meeting.

**Action:** The Board Secretary shall add the terms of reference of Human Resources and Remuneration Committee to the agenda of the next board of management meeting, in order for the Board of Management to consider the recommendation made.

### 6. Committee Training and Development

Mx Sierocinski King (Board Secretary) updated the committee on the access challenge with the Remuneration module that members had experienced, and informed them on the work undertaken with CDN to resolve this.

The Board Secretary gave the committee three options for how the Board Secretary could provide Independent Directors on the Committee with support in completing the CDN remuneration training module.

**Action:** The Board Secretary will email every Independent Director on the Committee the renewed login details as provided by CDN.

**Decision:** The committee set itself a deadline of 11th July 2022 for all Independent Directors on the committee to complete the CDN remuneration training module without assistance.

**Action:** Mr Collins (Chair of Human Resources and Remuneration Committee) and the Board Secretary shall liaise on 11th July 2022 as to which members have and have not completed the CDN Remuneration Training module.

**Action:** The Chair of Human Resources and Remuneration Committee and the Board Secretary shall, based on the uptake of training by the applicable members, determine whether an in-person group training support session is required to be scheduled for Independent Directors of the committee between the afternoon of 18th July 2022 and the morning of 21st July 2022 (inclusive).

## 7. Vice Chair

Mx Sierocinski King (Board Secretary) introduced the paper. The Board Secretary explained the decision that Search and Nominations Committee had taken regarding Vice-Chairs for each committee and gave details about the role of a Vice-Chair on the committees of the Board of Management, tailoring the information to match the needs of Human Resources and Remuneration Committee.

The Board Secretary made the case for a Vice-Chair to be established for Human Resources and Remuneration Committee.

The Committee discussed the proposal focusing on the aspects of continuity of business and the eligibility of members for the role.

**Decision:** The committee decided to establish the role of Vice-Chair of Human Resources and Remuneration Committee.

**Decision:** The Committee decided to recommend to the Board of Management that Mr Cumming (Independent Director) be appointed Vice-Chair of Human Resources and Remuneration Committee

**Action:** The Board Secretary shall add the recommendation to appoint Mr Cumming to the role of Vice-Chair of Human Resources and Remuneration Committee by Human Resources and Remuneration Committee to the agenda of the next Board of Management meeting.

## 8. Organisational Policies

Mrs Fenton (HR and OD Lead) introduced this section of the agenda.

### 8.1. Objective Setting and Review Policy and Procedure

Mrs Fenton (HR and OD Lead) introduced the paper and spoke about the Objective setting Review and Policy and Procedure. Mrs Fenton drew the committee's attention to key aspects embedded into the paper, including how it connects with GTCS and how it supports the professional development of staff.

Mrs Fenton informed the committee, that after consultation with LNCC, there had been a move away from the use of the word 'performance' and replaced with 'objective setting', along with a pragmatic view towards supporting managers applying the policy and procedure. Mrs Fenton confirmed to the committee that both the policy and procedure apply to all staff, both teaching and support.

To assure the committee of the policy's and procedure's viability, Mrs Fenton informed the committee that a trial through two managers, had already been undertaken, along with receiving the endorsement of LNCC and SMG.

The committee discussed the paper, with the discussion focussed on the concept of performance. The committee raised concerns that the absence of on a performance element of the policy and procedure, could allow support needs of staff to be missed, and was mindful that supporting staff in their roles has an impact upon whether staff can effectively meet the objectives set for them. The committee was also mindful that the ability of managers to note positive or exceptional performance by staff was important as well,

**Decision:** The committee approved the paper, under the proviso that the policy and procedure include additional elements of a mention of performance in the context of support needs for staff, supported with a guidance note for managers, to minimise the risk of any support needs being missed which might impact on performance. The ability for managers to note the positive and/or exceptional performance of staff should also be included in these amendments to the policy and procedure.

**Action:** For Mrs Fenton to take an amended paper to LNCC and SMG for accepting.

## 10. Professional Services Restructure

Mrs Fenton (HR and OD Lead) introduced the paper.

She detailed how it links into the previous presentation given to Human Resources and Remuneration Committee at the previous meeting, how work was underway to progress the recruitment of the 'Heads of' each proposed department, and to recruit from within through job matching and ring fencing.

Mrs Fenton informed the committee that job descriptions, staff feedback, and a business case would go to LNCC at the end of the month, with a view to appoint 'Heads of' each proposed department in August 2022.

The committee discussed the paper, with the focus of the discussion being on the transition between the structures (incoming and outgoing), particularly how staff would be line managed during the transition.

**Decision:** The paper was endorsed by the committee, and agreed for the paper to progressed to LNCC as requested.

## **11. Updates**

### **1. 11.1. Academic Sections Restructure Update**

Mrs Burden (Depute Principal Tertiary) introduced the paper, and outlined the forthcoming actions on restructure. Mrs Burden detailed the reasons behind the restructure, including to utilise existing staff resource, to save resources including finances, and to ensure staff buy-in through consultation, including the name of each section.

The paper outlined that the consultation, section names considered, and that approval by LNCC was expected by the end of June, with the view to appoint 'Heads of' during the month of September.

The committee discussed the paper, sub-structure and its consultation with staff so far, which was reported to the committee as positive. Mrs Burden also informed the committee that discussions with staff had also included how Shetland UHI could save staff time by redistributing commitments within each section while reassuring staff that the focus of the restructure was not to deliberately to reduce staff.

**Noted:** The committee noted the paper.

### **11.2. NRPA - Support Staff**

Mrs Fenton updated the committee on the NRPA progress, noting that the timeline as sent to Human Resources and Remuneration Committee previously is currently on course, that a Staff development day was recently undertaken, where a session was hosted by HR on how staff use BreatheHR.

Confirmation of the changes are being communicated to staff in writing via a letter that asks for their confirmation of acceptance via signature. These letters are drafted and issued on a team by team basis as managers confirm the detail for their team.

### **11.3. EIS-FELA Strike Action and Staff Ballot on a Resolution**

Mrs Burden (Depute Principal Tertiary) updated the committee on the impact of recent strike action and the efforts to reach a resolution with Unions. She confirmed that a number of strike days had

taken place across recent months, with industrial action transitioning to action short of a strike for EIS FELA members. The action was simultaneously action short of a strike with strike days each week. Unison did not make the required ballot threshold in order to strike.

Mrs Burden confirmed that 23 staff were on strike on day 1, which reduced to half from the second week of the strikes, demonstrating a minimal impact on students and normal business.

Mrs Burden confirmed that action short of a strike and strike action had been suspended after an increased offer of £1,000 had been proposed, in order to ballot members. Mrs Burden confirmed that the offer had been accepted by EIS-FELA.

## 12. Any Other Business

No additional business was raised.

## 13. Date of Next Meeting

To be confirmed by Board of Management in July

Agenda Item	Action	Responsible	Progress
5.1	Add the terms of reference of Human Resources and Remuneration Committee to the agenda of the next board of management meeting, in order for the Board of Management to consider the recommendation made.	Board Secretary	Complete
6	Email every Independent Director on the Committee the renewed login details as provided by CDN.	Board Secretary	
6	Liaise on 11th July 2022 as to which members have and have not completed the CDN Remuneration Training module.	Chair and Board Secretary	
6	Based on the uptake of training by the applicable members, they shall determine whether an in-person group training support session is required to be scheduled for Independent Directors of the committee between the afternoon of 18th July 2022 and the morning of 21st July 2022 (inclusive).	Chair and Board Secretary	
7	Add the recommendation to appoint Mr Cumming to the role of Vice-Chair of Human Resources and Remuneration Committee by Human Resources and Remuneration Committee to the agenda of the next Board of Management meeting.	Board Secretary	
8.1	To take an amended paper to LNCC and SMG for accepting.	Mrs Fenton	