

Human Resources and Remuneration Committee

2022-2023 2/4

Wed 23 November 2022, 16:30 - 18:30

Attendees

Chair

- Grant Cumming (Vice-Chair of Human Resources and Remuneration Committee)

Prescribed Board Members

- David Sandison (Chair of the Board of Management, Chair of Search and Nominations Committee, Absent from 1, 2, 3, 3.1, 3.2, 4, 5, 6, 7, 8, 8.1, 8.2, 8.3, 8.4, 9, 9.1, 9.2)
- Graeme Howell (Vice Chair of the Board of Management, Chair of Finance and General Purposes Committee, Senior Independent Member)
- Lauren Doughton (Chair of Audit Committee)

Ex-Officio

- Jane Lewis (Principal - Shetland UHI)

Staff in Attendance

- Matt Sierocinski King (Board Secretary)
- Judith Fenton (HR and OD Lead)

Apologies

- Simon Collins (Chair of Human Resources and Remuneration Committee)
- Karen Hall (Chair of Learning, Teaching, and Research Committee)
- Angela Sutherland (Non-Teaching Staff Director)
- Rory Gillies (Independent Director)

Meeting minutes

1. Welcome, Apologies, and Announcements

Mr Cumming (Vice-Chair of Human Resources and Remuneration Committee) stood in as Chair for the meeting, as Mr Collins (Chair of Human Resources and Remuneration Committee) had sent his apologies.

The Vice-Chair of Human Resources and Remuneration Committee welcomed everyone to the meeting.

Apologies were noted from: the Chair of Human Resources, and Remuneration Committee, Ms Hall (Chair of Learning, Teaching and Research Committee), Ms Sutherland (Non-Teaching Staff Director), and Mr Gillies (Independent Director).

Noted: The Committee noted that Mr Sandison (Chair of the Board of Management, Chair of Search and Nominations Committee) would join later in the meeting.

2. Declarations of Interest

No declarations of interest were made.

3. Minutes of the Previous Meetings

3.1. September Minutes

Mr Cumming (Vice-Chair of Human Resources and Remuneration Committee) asked members to review the minutes of the previous scheduled meeting, held in September.

Decision: The minutes of the September meeting of Human Resources and Remuneration Committee were approved as serving as a true and accurate record.

3.2. October Minutes

Mr Cumming (Vice-Chair of Human Resources and Remuneration Committee) asked members to review the minutes of the extraordinary meeting of Human Resources and Remuneration Committee, held in October.

Decision: The minutes of the September meeting of Human Resources and Remuneration Committee were approved as serving as a true and accurate record.

4. Matters Arising

Professor Lewis (Principal) reported that the process of becoming an accredited Real Living Wage employer was still ongoing.

Action: The Senior Management Team shall update the committee on the Real Living Wage accreditation progress of Shetland UHI at the next meeting in March 2023.

5. *Terms of Reference

The terms of reference were noted.

6. Committee Training and Development

Mx Sierocinski King (Board Secretary) request an update from Non-Executive Committee Members as to who had completed the CDN remuneration training. For all Non-Executive

Committee members present, the Code of Good Governance requirement to complete the training, remained ongoing.

Action: Mr Sandison (Chair of the Board of Management, Chair of Search and Nominations Committee), Mr Howell (Vice-Chair of the Board of Management, Chair of Finance and General Purposes Committee, Vice-Chair of Search and Nominations Committee, Senior Independent Member), Ms Doughton (Chair of Audit Committee), Ms Hall (Chair of Learning, Teaching, and Research Committee), and Mr Gillies (Independent Member) are asked to complete the CDN remuneration training.

Action: The Board Secretary shall send an email offering support in how to complete the CDN Remuneration training to the members of the committee as listed above.

7. Chair and Vice- Chair for 2023 onwards

Mr Cumming (Vice-Chair of Human Resources and Remuneration Committee) introduced the topic noting, that he was standing down from the Board of Management before the next meeting of Human Resources and Remuneration Committee, as was Mr Collins (Chair of Human Resources and Remuneration Committee).

The committee discussed the matter, with Mx Sierocinski King (Board Secretary) offering advice to the committee on how to resolve the arising vacancies. The upcoming recruitment cycle was also discussed.

Decision: The committee agreed to appoint an interim chair until the close of the third quarterly cycle of meetings.

Decision: The committee agreed to delegate the responsibility of finding an interim chair to the Chair of the Board of Management.

Action: Chair of the Board of Management shall undertake a recruitment process for the role of Interim Chair of Human Resources and Remuneration Committee, and report the outcome of that recruitment process to Search and Nominations Committee.

8. Organisational Policies

8.1. *Menopause Policy

Mrs Fenton (HR and OD Lead) introduced the Menopause Policy, explaining that it was to note, as it is a national policy for implementation. The HR and OD Lead gave detail on the structure of the policy, and also set out the supported implementation process, that had been positively endorsed at LNCC. She also explained the responsibilities for implementation with line managers, and was looking to draw on experiences of staff who are willing to share.

Noted: The Menopause Policy was noted.

Action: The Senior Management Team shall implement the Menopause Policy.

8.2. *Annual Leave

Mrs Fenton (HR and OD Lead) introduced the national policy, and detailed how it applied to support staff. She explained further the streamlining process that had been undertaken as a result of the national policy, including a guidance note.

Noted: The Annual Leave Policy was noted.

Action: The Senior Management Team shall implement the Annual Leave Policy.

8.3. Flexible Working

Mrs Fenton (HR and OD Lead) introduced the policy and detailed the background of its development. She gave detail on its progress through LNCC who agreed it should apply to all staff, along with the inclusion of a request form. The HR and OD Lead noted that it had already been trialled by staff, with success.

Members of the committee complimented the HR and OD Lead on the simplicity of the policy and the accompanying form.

Decision: The Flexible Working Policy was approved.

Action: The Senior Management Team shall implement the Flexible Working Policy.

8.4. Update on Policies

Professor Lewis (Principal) introduced the update, noting the work that of Mrs Fenton (HR and OD Lead) had been instrumental in the progress of the development and implementation of the policies since she started in the role of HR and OD Lead, noting the breadth of the progress on Guidance, Policies and Procedures collectively. She requested the input of the committee in terms of direction for the planned policies, and along with their thoughts on the possible order of the policies where approval remained outstanding.

The committee discussed the order priority of policies to progress. The following policies, in no particular order were mentioned:

- Whistleblowing Policy
- Sickness Absence for support staff

- Wellbeing Policy
- Shared Parental Leave
- TOIL
- Bullying
- Harassment.

The committee also discussed prioritising linked policies, or policies that could be grouped together as an area to prioritise. Mr Howell (Chair of Finance and General Purposes Committee) suggested prioritising the Bullying Policy, Harassment Policy, and Shared Parental Leave Policy, while Mr Cumming (Vice-Chair of Human Resources and Remuneration Committee) also added Sickness Absence for Support Staff to the list of policies being prioritised.

The Principal also asked members to correspond with her out with the meeting if they felt there were any policies not on the list of policies to approve, that should be on the list of policies to approve.

9. Updates

9.1. Academic Sections Restructure

Professor Lewis (Principal) gave the update on the Academic Sections Restructure, noting the progress on appointments within the Sections, noting the following appointments in the paper:

- Simon Clarke - Head of Section for Creative and Cultural Industries (effective as of 1st November 2022)
- Susan Menary - Head of Section for Health, Care and Society.
- Anthony McLeod - Head of Section for Technology, Engineering, Marine and Built Environment (effective as of 1st December, though the name of the section may still change)
- Andrew Anderson - Head of Section for Community Learning and Business.

She noted in the paper that a Head of Section for Marine Science has not been appointed. This is because the Senior Management Team had altered its approach in relation to this section. Due to a number of factors, including the development of the Centre for Sustainable Seafood, the personal circumstances of some of those involved in the process and the specific complexities of the section as it is currently, they decided that the best course of action is to put in place a temporary solution to cover the Head of Section responsibilities for this academic year, and to work towards having in place a more permanent arrangement from August 2023.

She explained that an interim arrangement will be put in place to manage the group of Heads of Section. She noted that the redundancy avoidance procedure was underway to support an employee at risk.

She explained to the committee that the next stage of the restructure for the Academic Sections was to focus on the structures within each of the five sections.

9.2. Professional Services Restructure

Professor Lewis (Principal) moved on to the Professional Services Restructure. She informed the committee that the following appointments had been made following a job matching process, with both appointees taking up their new roles from 1st October 2022:

- Head of Registry: Alison Guthrie
- Head of Student Experience: Kevin Briggs

A competitive process had been undertaken to fill the role of Head of Facilities, which after interviews, had been offered to and accepted by, Angela Sutherland, who takes up her new role on 1st December 2022.

She informed the committee that, as result of Mr Gilfillan's departure (former Head of Finance) that Ms Johnson (Finance Manager) and Mr Hall (Business Development and Projects Officer) will report directly to herself as Principal, with support being received from Ms Innes (Finance Director).

The Principal spoke further about the development within each section, noting that thoughts will needed to be had regarding the structure of the Facilities Section.

The committee discussed the timeline, and the development of the restructure. The Principal noted, when questioned, the importance of the pace to resolve the restructure to reassure staff, informing the committee that next Tuesday is the first meeting of a fully recruited SMG, a major milestone for Shetland UHI.

9.3. 3 for 2 TOIL

Mrs Fenton (HR and OD Lead) asked the committee for feedback and their thoughts on the colloquial understanding amongst some members of Shetland UHI that Shetland UHI operates a 3 for 2 TOIL scheme, whereby staff can receive three hours off work for every two hours worked beyond their normal working hours. She also sought to advance the committee's awareness of the matter, explaining that no policy was passed, and there was no consistent practice on the matter across Shetland UHI. She explained the how this had been adapted to a standard approach to TOIL, but EIS-FELA members had disagreed with an approach to returning to a 1 hour for 1 hour approach to TOIL. She explained that legal advice had been sought by Shetland UHI, and EIS-FELA potentially seeking ACAS involvement for dispute resolution purposes.

The committee discussed the matter, and offered support to the Senior Management Team, for a reasoned compromise, feeling that the existing 3 for 2 approach currently was massively opportunistic for staff. One view was to check whether attendance at open evenings fell within contractual obligations.

Mr Sandison (Chair of the Board of Management) joined the meeting during this agenda item.

Action: Senior Management Team is to investigate the wording of contractual obligations regarding staff working on open evenings, and report back to the committee.

9.4. Staffing Changes

Professor Lewis (Principal) introduced the paper, and gave an update on the reduction of staff headcount. She noted the progress against the original business plan for Shetland UHI, and that the trajectory was continuing in the right direction. She noted that she felt that there was not much more that can be taken out of Professional Services.

The Principal noted the slow progress with VSS, and felt further development in the area of vacancies could come from the academic side and from retirees. The committee discussed the matter of the stagnation of the VSS approval process, that it currently sits with UHI.

9.5. Risks under the remit of Human Resources and Remuneration Committee

This agenda item was carried over to the next meeting.

10. Any Other Business

10.1. Long Service Award

Professor Lewis (Principal) introduced the paper, noting the applicability to current staff. Suggestions were sought from the committee as to how to progress the matter for existing staff.

The committee discussed what the value of the process of a Long Service Award was, or what such an award achieves. The Principal responded on the recognition focus of the award. The committee discussed the advantages and disadvantages of long service. One view was regarding the recognition of making a difference regardless of the time served to the organisation. The local geographic and social context also should be taken into consideration.

Decision: The committee agreed to:

- Honour the custom and practice for former SIC staff
- Honour the NAFC formers staff custom and practice
- Develop a new way for new Shetland UHI staff recognition.

Decision: The committee also agreed to manage the messaging appropriately to all the contingents of staff.

Action: The Senior Management Team will implement the Long Service Award in line with the guidance given by the committee.

Mr Cumming (Vice-Chair of Human Resources and Remuneration Committee) gave thanks on the committee's behalf to Mrs Fenton (HR and OD Lead) on her service to Shetland UHI, and wished her well in her departure. Members of the committee individually also gave their thanks to the HR and OD Lead.

11. Date of Next Meeting

15th March 2023

Agenda Item	Action	Responsible	Progress
4	Update the committee on the Real Living Wage accreditation progress of Shetland UHI at the next meeting in March 2023.	Senior Management Team	On Agenda
6	To complete the CDN remuneration training.	Chair of the Board of Management, Chair of Finance and General Purposes Committee, Chair of Audit Committee, Chair of Learning, Teaching and Research Committee, and Mr Gillies	Ongoing
6	Send an email offering support in how to complete the CDN Remuneration training to the members of the committee as listed above.	Board Secretary	Ongoing
7	Undertake a recruitment process for the role of Interim Chair of Human Resources and Remuneration Committee, and report the outcome of that recruitment process to Search and Nominations Committee.	Chair of the Board of Management	Ongoing
8.1	Implement the Menopause Policy	Senior Management Team	Complete
8.2	Implement the Annual Leave Policy.	Senior Management Team	Complete
8.3	Implement the Flexible Working Policy.	Senior Management Team	Complete
9.3	Investigate the wording of contractual obligations regarding staff working on open evenings, and report back to the committee.	Senior Management Team	
10.1	Implement the Long Service Award in line with the guidance given by the committee.	Senior Management Team	Complete