

<b>Committee</b>	Human Resources Committee		
<b>Date paper prepared</b>	18/02/2026	<b>Date of committee meeting</b>	25/02/2026
<b>Subject</b>	College HR Committee – Update Report		
<b>Author</b>	Vicky Ferguson, Director of People and Culture		
<b>Action requested</b>	I. For discussion		
<b>Purpose of the paper</b>	This paper provides an update on HR-related matters since the last committee meeting, including HR KPI's, policy updates, ongoing initiatives, and upcoming priorities.		
<b>Summary of the paper</b>	This report provides the HR Committee with an update on reported KPI's, the work of the Rapid Response Group (RRG), progress against immediate priority actions, the establishment of the Staff Voice Council, the six-month interim structure review, national bargaining developments, recruitment system improvements, the creation of a wholly owned subsidiary, and key policy and compliance matters.		
<b>Consultation</b>	Executive Leadership Team and Human Resources Team members		
<b>Resource implications</b>	None identified		
<b>Risk implications</b>	Adherence to the guidelines will help reduce the likelihood of governance failures occurring and will also increase transparency and accountability around key decisions and challenges.		
<b>Link with strategy</b>	This report has a direct link with the People and Culture strategy		
<b><a href="#">Equality, Diversity, and Inclusion</a></b>	Ensuring our documents can be read and understood by everyone, including people with disabilities or impairments, is a legal requirement under the Equality Act 2010.		
<b>Island Community Impact</b>	Not required		

<b>Paper status</b>	<input checked="" type="checkbox"/> <b>Open</b> – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> <b>Restricted</b> – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> <b>Confidential</b> – The paper must not be circulated beyond the committee members and should not be published online. Some information is considered commercially sensitive. [Please note papers may still be subject to Freedom of Information requests – see below].
<a href="#"><u>Freedom of information</u></a>	Open

# Human Resources Committee Paper



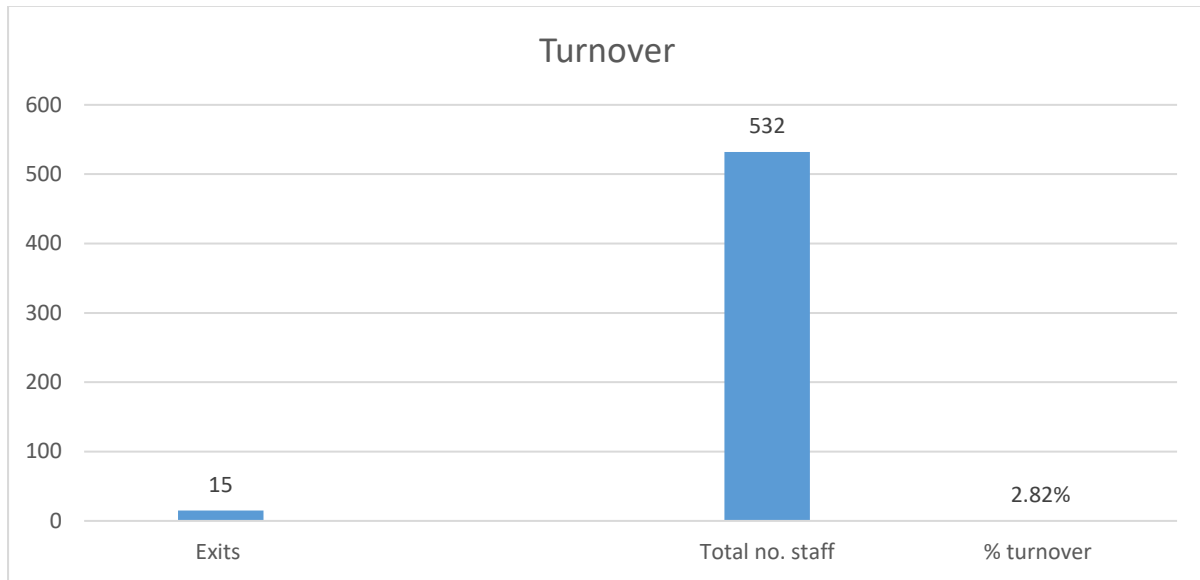
**25<sup>th</sup> February 2026**

KPI's

**Turnover**

- 2.82% (1 November 2025 – 31 January 2026)
- 3.05% (1 August 2025 – 31 October 2025)
- 4.56% (1 May 2025 – 31 July 2025)

Turnover has continued to decrease over the last three reporting periods, indicating improved workforce stability.



**Resignations**

- 15 (1 November 2025 – 31 January 2026)
- 16 (1 August 2025 – 31 October 2025)
- 24 (1 May 2025 – 31 July 2025)

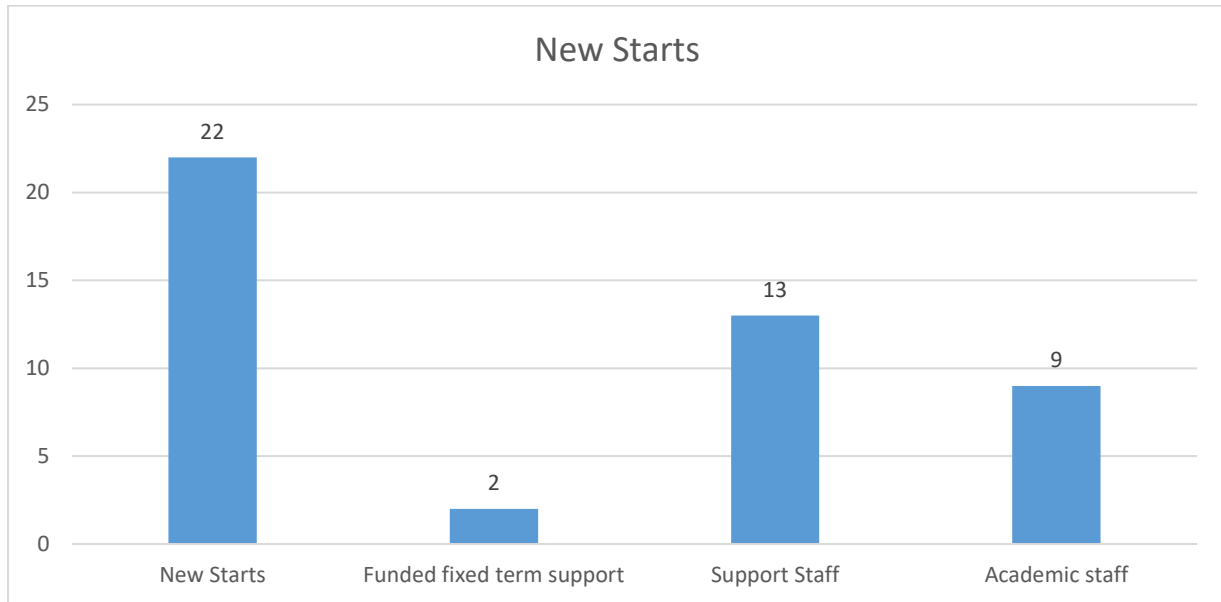
Resignations have reduced in line with the downward trend in turnover.



**New Starts**

- **22** (1 November 2025 – 31 January 2026)
- **23** (1 August 2025 – 31 October 2025)
- **12** (1 May 2025 – 31 July 2025)

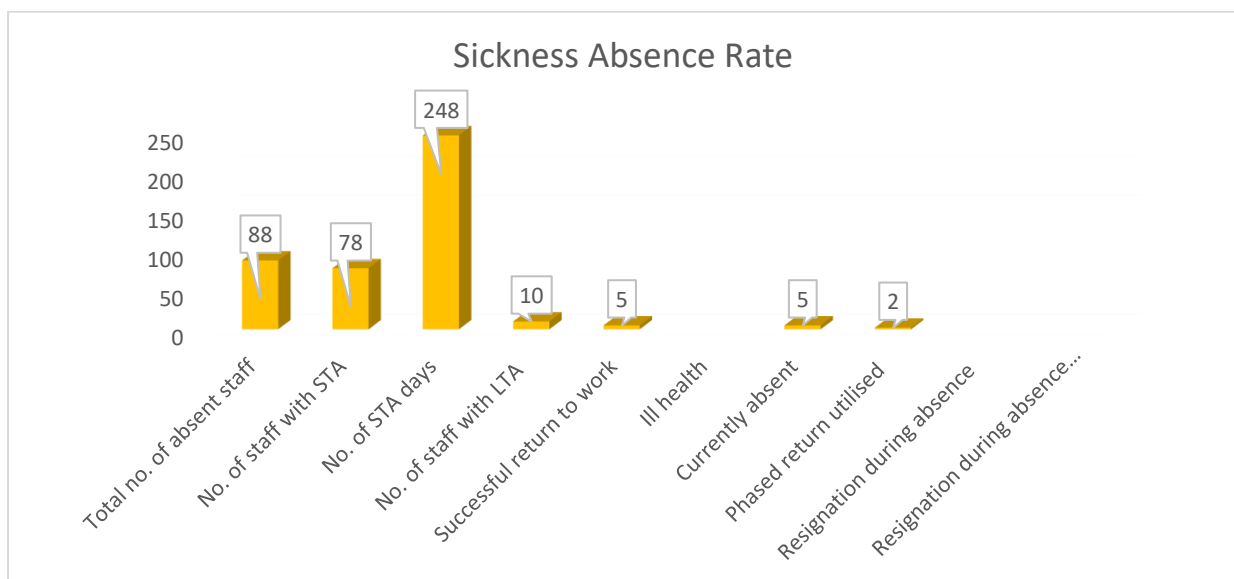
Recruitment activity remains strong, with new starts stabilising following a period of increased hiring.



**Sickness Absence Rate**

- **2.74%** (1 November 2025 – 31 January 2026)
- **2.03%** (1 August 2025 – 31 October 2025)
- **2.21%** (1 May 2025 – 31 July 2025)

Absence levels have increased in the most recent period and will continue to be closely monitored.



## Absence due to work related stress

During the reporting period, 4 employees were absent due to work-related stress.

- 2 employees have returned to work
- 2 cases remain ongoing, with appropriate support in place

## Rapid Response Group

The Rapid Response Group has identified priority actions aimed at improving the working environment and organisational effectiveness.

### **Curriculum Structure Review**

An urgent review of the curriculum structure is underway to identify opportunities to:

- Improve workload balance
- Refine reporting arrangements
- Remove operational barriers
- Enhance overall effectiveness

The review is focused on delivering **cost-neutral improvements**, and initial proposals are currently in development.

### **Management Engagement and Visibility**

Actions to strengthen engagement between managers and staff include:

- Increased management visibility across campuses
- A structured programme of team meetings (online and in person)
- Regular one-to-one meetings between staff and line managers
- Increased senior management attendance at team meetings

### **Dignity at Work Policy**

The Dignity at Work Policy has been reviewed and relaunched. The updated approach will:

- Increase awareness and visibility
- Reinforce behavioural expectations
- Be supported by targeted training for staff and managers

### **Establishment of a Staff Voice Council**

## Staff Voice Council

### **Purpose**

The Staff Voice Council has been established to:

- Champion the employee experience
- Provide a representative voice for staff
- Support organisational values and positive behaviours
- Promote communication and engagement across the College

## Membership

The Council comprises **12 staff representatives**.

The inaugural meeting will take place on **26 February 2026**.

## Six Month Interim Support Staff Structure Review

A six-month evaluation of the new organisational structure is currently underway, in line with commitments made to the Board of Management and recognised Trade Unions.

This review is distinct from the Scottish Funding Council Merger Evaluation, focusing specifically on internal structures.

## Objectives

- Assess fitness for purpose
- Identify strengths to embed
- Highlight areas for refinement
- Ensure alignment with strategic priorities

Feedback is being gathered through:

- Structured manager-led discussions
- A confidential staff feedback process

Findings will be analysed and reported to recognised Trade Unions, the Senior Management Team, the HR Committee and the Board of Management. Where refinements are identified, an action plan will be developed.

## National Bargaining Update

EIS-FELA has submitted the following pay claim:

- **Year 1 (1 September 2026 – 31 August 2027):**  
4.5% consolidated pay award
- **Year 2 (1 September 2027 – 31 August 2028):**  
4% consolidated pay award

## Internal Union Engagement

### EIS/FELA

Engagement continues through scheduled meetings.

### UNISON

UNISON have not attended scheduled Local Joint Committee (LJC) meetings to date.

## UHI North, West and Hebrides Job Evaluation

The evaluation of the job roles performed by support staff is currently being conducted externally by the Educational Competencies Consortium using the FEDRA system.

50 roles have been evaluated to date.

## CDN Leadership Training

A flexible leadership development programme is being designed in partnership with College Development Scotland.

### **Proposed Four-Day Programme**

- **Leadership Foundations** – self-awareness, emotional intelligence, leadership identity
- **Building Resilient Teams** – wellbeing, coaching, feedback, managing difficult conversations
- **Managing Change** – stakeholder engagement, communication, organisational context
- **Building the Future** – strategic planning and culture development

The programme combines theory and practical application, aligned to organisational priorities.

### **Next Steps**

A refined proposal will be developed following discussion with the Principal.

## Recruitment Module

A review of recruitment and onboarding processes identified inefficiencies, governance risks, and administrative burden associated with the current manual approach.

The Executive Leadership Team has approved implementation of the IRIS Recruitment Module.

### **Benefits**

- Standardised recruitment workflows
- Improved GDPR compliance and audit capability
- Reduced time-to-hire
- Elimination of duplicate administrative activity
- Enhanced workforce data and reporting
- Improved candidate experience

This represents a transition to a more controlled, data-driven recruitment model.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### Policy and Compliance

- Probation Policy
- Absence Policy
- Special Leave Policy
- Nationally Agreed Disciplinary policy

### Separate papers are provided in respect of:

- Year 2 Merger Evaluation Report
- Schedule of HR policies
- HR implications of the Employment Rights Act 2025