

Meeting	Board of Management
Date and time	Tuesday 26 March 2024 at 4.30 p.m.
Location	Online via Microsoft Teams

Governance Officer
25 March 2024

AGENDA

The timings on this agenda are indicative only and may extend beyond times highlighted.

Welcome and Apologies

Declaration of Interests and/or any Statement of Connections or Transparency Statements.

16:30 - 17:00 BOARD CREATIVE SPACE (CONFIDENTIAL)

Futures Group

- a) Verbal Report by Chair of Board of Management
- b) Report by the Principal & EMT members
- c) Confidential Discussion

ITEMS FOR DECISION

- 17:00 - 17:05 1) MINUTES**
- a.) Meeting of the Board of Management held on 13 February 2024
 - b.) Closed Session Note (CSN-01-022024) of the Board of Management held on 13 February 2024
 - c.) Closed Session Note (CSN-02-022024) of the Board of Management held on 13 February 2024
 - d.) Confidential Note (CN-BoM-01-022024) of the Board of Management held on 13 February 2024
 - e.) Meeting of the Board of Management Board Away Day held on 14 February 2024
 - f.) Confidential Note (CN-BAD-01-022024) of the Board of Management Board Away Day held on 14 February 2024

- 17:05 – 17:10 2) **OUTSTANDING ACTIONS**
Actions List
- 17:10 – 17:20 3) **POLICIES FOR APPROVAL**
a) **Anti-fraud & Corruption Policy**
b) **Health & Safety Policy**
c) **Special Leave Policy and Procedure**
d) **Information Security Policy**

ITEMS FOR DISCUSSION

- 17:20 – 17:30 4) **STUDENT RECRUITMENT REPORT**
Report by Information Systems Manager
- 17:30 – 18:00 5) **PRINCIPAL'S REPORT (CONFIDENTIAL)**
Report by Principal
- 18:00 – 18:20 6) **Futures Group (CONFIDENTIAL)**
a) Verbal Introduction by Vice Chair
b) Terms of Reference
- 18:20 – 18:30 7) **FINANCE SERVICES**
a) Verbal update by Director of Finance and Estates
b) Confidential Discussion
- 18:30 – 18:40 8) **HEALTH AND SAFETY – QUARTER 1 – 2024**
Report by the Principal and Health, Safety and Sustainability Manager
- 18:40 – 18:50 9) **GOVERNANCE UPDATE**
a. Schedule of Meetings for Academic Year 2024/25
b. Review of Terms of Reference
c. General Update
d. Board Development Plan
- 18:50 – 18:55 10) **UHI Court – Quarterly Update – to follow**
Report by Governance Officer
- 18:55 – 19:00 11) **DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**
a.) PR&R Committee held on 09 November 2023
b.) Chairs Committee held on 29 February 2024
c.) F&GP Committee held on 07 March 2024
d.) HR Committee held on 08 March 2024
e.) LT&R Committee held on 12 March 2024
f.) Audit Committee held on 14 March 2024 – to follow

FOR NOTING

12) KPI MATRIX UPDATE

Report by Operations and Commercial Manager

13) AOCB

14) DATE AND TIME OF NEXT MEETING

25 June 2024 at 4.30 p.m.

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Governance Officer 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.

Board of Management

DRAFT MINUTES of the BOARD OF MANAGEMENT HYBRID MEETING held via Microsoft Teams and in Room 203/204 on 13 February 2024.

PRESENT: Mark Sheridan, Chris O'Neil, Dee Bird, Rojan Kumar Subramani, Michael Beveridge, Sally Blyth, Russell Edwards, Stephen Sheridan, Innis Montgomery, Elizabeth Keegan, Wendy Grindle, Janette Campbell, Jane Davidson (online), James Millar, Arvinder Kainth (online), Matthew Millward, Gillian Galloway, Pauline Tuthill, Donald MacKenzie,

CHAIR: Mark Sheridan

APOLOGIES: Amy Goodbrand, Peter Francis

IN ATTENDANCE: Vice Principal – Curriculum, Student Experience and Quality
Vice Principal – Curriculum, Operations and External Relations
Director of Finance and Estates
Director of Centre for Living Sustainability
Director of Research -Biodiversity and Freshwater
Operations and Commercial Manager
Governance Officer
Emma Baillie, Quality Officer
Paula Christie & Gordon Hunt, CDN

OBSERVER: Professor Murray Pittock

The Chair welcomed everyone to the meeting and introductions were made.
The Chair welcomed Professor Murray Pittock as an Observer.

Closed Session – Board Creative Space

a) EARLY STUDENT EXPERIENCE SURVEY

Report by Emma Baillie, Quality Officer

Emma Baillie joined the meeting.

The Chair introduced the closed session, during which Emma Baillie, Quality Officer, would present the results of the Early Student Experience Survey (ESES).

Closed Session – Early Student Experience Survey Presentation

A closed session took place (Note of Session: CSN-01-022024).

Emma Baillie left the meeting.

b) TRAUMA INFORMED COLLEGE PROGRAMME

Paula Christie & Gordon Hunt joined the meeting.

Holly Pearce joined the meeting.

The Chair introduced the closed session, during which Paula Christie and Gordon Hunt would present CDN's Trauma Informed College Programme.

Closed Session - Trauma Informed College Programme.

A closed session took place (Note of Session: CSN-02-022024).

Stephen Sheridan joined the meeting.

Paula Christie & Gordon Hunt left the meeting.

Declarations of Interests

No declarations of interest, statements of connections or transparency statements were noted.

1. MINUTES

a.) Meeting of the Board of Management held on 19 December 2023

Decision: The minutes of the Board of Management Meeting held on 19 December 2023 were **AGREED** as a correct record and were **APPROVED**.

b.) Closed Session Note (CSN-01-122023) held on 19 December 2023

Decision: The Closed Session Note (CSN-01-122023) of the Board of Management Meeting held on 19 December 2023 was **AGREED** as a correct record and was **APPROVED**.

c.) Confidential Note (CN-BoM-01-122023) held on 19 December 2023

Decision: The Closed Session Note (CN-BoM-01-122023) of the Board of Management Meeting held on 19 December 2023 was **AGREED** as a correct record and was **APPROVED**.

d.) Confidential Draft Minutes of HR Settlement held on 02 February 2024

Decision: The minutes of HR Settlement of the Board of Management Meeting held on 02 February 2024 were **AGREED** as a correct record and was **APPROVED**.

2. OUTSTANDING ACTIONS

- **Partnership Agreement – SUPERSEDED** - It was reiterated to the Board that updates to the Partnership Agreement have ceased whilst the work

streams from UHI 2024 are conducted. The Principal provided the Board with a confidential update in respect of UHI 2024 advising that work is continuing to progress.

Action 1: The Governance Officer will circulate to the Board a note of the UHI 2024 Curriculum Update which was provided to staff as part of a Wee Connect update in May 2023.

This action has now been put on hold.

Decision: It was **AGREED** that this item could be put on hold.

Due to Partnership Agreement being replaced by TOM this action has now been superseded.

Decision: It was **AGREED** that this item could be removed from the list.

- **Business Solutions Team Presentation – COMPLETE** - The Governance Officer advised the Board that Creative Space Sessions are being diarised for the upcoming Academic Year as part of the Board Development Plan. The Board was advised that the Business Solutions Team Presentation would be scheduled for the Board in conjunction with updates on the revitalisation programme and curriculum review.

Action: The Business Solutions Team will attend the Board meeting on 25 June 2024.

Decision: It was **AGREED** that this item could be removed from the list.

- **Confidential Annex - Partnership Working – ONGOING** - The Principal advised the Board that we are continuing to look at partnership working. The Board noted that a collective decision had been made to cease the move to ITrent and that we are currently going through the procurement process again, in conjunction with others in the partnership, in respect of a combined Payroll and HR System. Suzanne Stewart, Information Development Manager, has recently made recommendations to data sharing model.

- **UHI 2024 – ONGOING** - The Governance Officer will circulate to the Board a note of the UHI 24 Curriculum Update, which was provided to staff as part of the Wee Connect update in May 2023.

Workshop will take place on 19 January 2024.

- **Finance Training Sem 2 – ONGOING** - The Governance Officer will arrange a further follow up session for Board Members. Speaking to Rhona Morrison about another session to be offered in Sem 2.
- **Finance Training HISA – ONGOING** - Training session with Finance Team to be organised for HISA Board members.
Session to take place in February 2024.
- **Principal’s Report: Enquiring Minds Scheme Update – ONGOING** - An update on Enquiring Minds project to be presented to the Board during one of the Board Creative Space sessions. Session will be provided either during March or June meeting.
- **UHI Inverness College Annual Audit by Deloitte – ONGOING** - We are in the first year of contract with the new provider. An action has been proposed to monitor and evaluate the failure by new external auditors Deloitte to complete audit reports on time.
- **Health & Safety induction module – ONGOING** - Health & Safety module for Board induction to be looked at and updated if needed.

3. HR & PAYROLL SHARED SYSTEM

The Principal spoke to the report prepared by Information Development Manager Suzanne Stewart. The report provided an overview of the risks associated with the joint academic partner procurement exercise for a new HR and Payroll system. The Board had been asked to note the risks and the actions suggested in mitigation and to approve the college proceeding to the procurement process.

The Principal added that this project is focussed on compliance with data protection law and the associated technical and organisational measures to protect personal data. Report presented is joint project with 4 other academic partners and fits within the “Shared Services” aspect of the UHI 2024 strategy.

The Board welcomed the HR & Payroll Shared System report and thanked the Principal for presenting it.

A discussion took place in regard to following issues raised by Board Members:

- High penalty risk, which has been confirmed as an existing risk not a new one.
- Cloud-based storage and access to it - Information Development Manager Suzanne Stewart to be contacted for clarification.
- High costs involved with the Shared System.
- Security issues created by other organisations.

The Chair summarised the discussion by stating that HR & Payroll Shared System would have benefitted from a better coordination. The Chair also acknowledged all concerns raised by the Board and asked for a clarification on all of them. The Board agreed to approve the report but closely monitor its progress.

Decision: The Board **APPROVED** HR & Payroll Shared System Report.

4. KPI MATRIX

Operations and Commercial Manager spoke to his report to provide the Board of Management with an overview of the performance against KPI measures in scope YTD 2023-24.

Donald MacKenzie left the meeting.

This report provides the Board with summary information of our performance against the agreed key performance measures that are in scope year to date. The data and RAG rating for each measure in scope is provided as at the end of period 6 January 24. All data is current, except for HR measures, Finance measures and Estates measures, for which January actual data is awaited.

The Board discussed all Performance Measures provided, welcomed all achieved targets and a further discussion around the targets still not achieved took place. Clarification had been added that delays by auditors in producing internal and external reports had contributed to gaps in data provided.

Decision: The Board **APPROVED** the KPI Matrix report.

The Board agreed that agenda items 5. Targeted Operating Model, 6. Governance Advice on the Clawback Position will be reported on jointly with agenda item 8. Principal's Report (Confidential).

Agenda item 7. Financial Update followed.

7. FINANCIAL UPDATE

Director of Finance and Estates spoke to his report to provide the Board of Management with revenue budget monitoring and projected outturn for the 5 months to 31 December 2023. The Board Members had been advised at the time of writing this report, the external audit has not yet been completed by Deloitte, with the revised date for completion now being the end of March 2024. This is the third time a revised date has been put in place for the completion of the external audit by Deloitte, with the previous deadlines not being met for a variety of reasons, none of which are due to the college.

This report provided the Board with a draft interim forecast in regard to draft operational deficit of £1.142 million and FE Credit Target for 2023/24. A number of factors have had a negative influence on income: research and UHI HE fund grants below target, lower tuition fees and refectory incomes. Within the expenditure following items had been forecasted to be above budget: staff, premises and other operating costs.

The Chair thanked the Director of Finance and Estates for his detailed report. The Board expressed its concerns in regard to forecasted lower income and higher expenditure and asked for assurance mitigating actions are being put in place to address them. The Director of Finance and Estates confirmed that a number of initiatives, like budget review meetings and additional training provided are being put in place to address and monitor all issues identified in the report.

Decision: The Board **APPROVED** the Financial Update report.

8. PRINCIPAL'S REPORT

The Principal spoke to his CONFIDENTIAL report (CN-BoM-01-022024) which provided the Board with an overview of new and continuing activity.

Holly Pearce left the meeting.

9. GOVERNANCE UPDATE

The Governance Officer spoke to her report which provided the Board with an update on all governance matters and highlighted:

- Vice Chair of the Board – two members have come forward and email ballot will be issued this week.
- After a successful panel interview that took place on Tuesday 23rd January Professor Peter Francis has been appointed as the newest Co-Opted Board member, delayed till April 2024.
- Trade Union Nominees on Board – a delay had been reported with election processes hindered by lack of guidance provided by national branches. At UHI Inverness an ongoing dialogue has been taking place between 3 unions recognised by the college and the Chair of Board of Management and Governance officer.

(Officer's note: since the meeting we have been advised that UNISON will not be nominating a Board member and there is no information from GMB and EIS).

10. DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES

The Board noted the contents of the DRAFT meetings of the:

- LT&R Committee held on 05 December 2023

The Chair has asked members to send any comments regarding minutes attached to himself and the Governance Officer.

11. CONTRACT STRATEGY REVIEW – CLEANING SERVICES TENDER

ITEM 1.a

Due to meeting running late the Chair had asked the Governance Officer to email F&GP Committee members with the copy of the Cleaning Services Tender and ask for their approval to be emailed back directly to the Governance Officer.

Action 1: Contract Strategy Review – Cleaning Services Tender to be emailed to F&GP Committee Members for approval.

12. AOCB

Nothing raised.

11. DATE AND TIME OF NEXT MEETING

Tuesday 26 March 2024 at 4.30 p.m.

Board of Management – List of Outstanding Actions

28 June 2022				
Confidential Annex – Partnership Working	<p>The Principal will engage with potential partners and carry out due diligence in respect of proposals.</p> <p>We are currently going through a further procurement process in respect of a shared Finance, Payroll and HR system.</p> <p>Suzanne Stewart, Information Development Manager, has recently made recommendations to data sharing model.</p>	Principal	Ongoing	
27 June 2023				
UHI 2024	<p>The Governance Officer will circulate to the Board a note of the UHI 24 Curriculum Update, which was provided to staff as part of the Wee Connect update in May 2023.</p> <p>Workshop will take place on January 19th.</p>	Gov Officer & Principal	Ongoing	
Finance Training Sem 2	<p>Finance Training – The Governance Officer will arrange a further follow up session for Board Members.</p> <p>Business lecturer Rhona Morrison will offer training session in Sem 2, date still tbc.</p>	Gov Officer	Ongoing	
03 October 2023				
Finance Training HISA	Training session with Finance Team to be organised for HISA Board members.	Gov Officer & Finance	20/02/2024	Complete

ITEM 2.0

Principal's Report: Enquiring Minds Scheme Update	An update on Enquiring Minds project to be presented to the Board during one of the Board Creative Space sessions. Session will be provided either during March or June meeting.	TEL & Prof Dev Manager	Ongoing	25/06/2024
19 December 2023				
UHI Inverness College Annual Audit by Deloitte	We are in the first year of contract with the new provider. An action has been proposed to monitor and evaluate the failure by new external auditors Deloitte to complete audit reports on time.	Gov Officer & Principal	Ongoing	
Health & Safety Induction Module	Health & Safety module for Board induction to be looked at and updated if needed.	Gov Officer and H&S Manager	Ongoing	
13 February 2024				
Contract Strategy Review – Cleaning Services Tender	Tender documents to be emailed to F&GP Committee Members for approval. Approved as Chair's Action on 21/02/2024.	Gov Officer	14/02/2022	Complete

Subject/Title:	Anti Fraud and Corruption Policy
Author: [Name and Job title]	Donald Taylor/Niall McArthur
Meeting:	
Meeting Date:	March 2024
Date Paper prepared:	19/03/2024
Brief Summary of the paper:	
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	

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.)			

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

ANTI FRAUD AND CORRUPTION POLICY

REFERENCE: (PL/XX/2XXX/XX)

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Policy Owner	Director of Finance
Lead Officer	<u>Interim</u> Finance Manager
Review Officer	Director of Finance
Date first approved by BoM	XX/XX/XXXX
First Review Date	
Date review approved by BoM	
Next Review Date	
Equality impact assessment	XX/XX/XXXX
Further information (where relevant)	

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Reviewer	Date	Review Action/Impact

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1. Policy Statement

The purpose of this policy is to establish a framework within the College that facilitates the prevention, detection, investigation and elimination of fraud.

Inverness College UHI is committed to taking all practical steps:

- to prevent being subjected to fraud whether perpetrated by staff, members of the Board of Management, students, contractors, suppliers, members of the public, or other public or private sector organisations;
- to facilitate confidential and protected reporting of known or suspected fraud in association with the College's Public Interest Disclosure ("~~Whistle-blowing~~Whistleblowing") policy and procedures;
- to identify and detect any instances of fraud at the earliest opportunity;
- to investigate any instances of fraud, with police involvement where appropriate;
- to take appropriate action to deal with any instances of fraud and with any perpetrators after investigation.

In developing this policy, the College has taken account of existing external guidance and legislation, including the Scottish Public Finance Manual, UK Corporate Governance Code [2010](#), and Bribery Act 2010.

The College has a zero-tolerance culture to fraud and will treat any instances of fraud or corruption by its employees of the College and any of its subsidiaries (including temporary and agency workers and any unpaid members of staff and voluntary workers) ("employee"), board members, or service provider/contractors (which includes agents and others who represent the College wherever located) ("contractor") as serious breaches of discipline and as potentially criminal acts. Bribery of or by any College employee, board member or contractor for either personal or organisational gain will be similarly treated. The College will co-operate fully with any criminal investigations carried out in responses to fraud, corruption, or bribery.

Robust control mechanisms are in place to prevent fraud. All line managers have a responsibility for maintaining documented control systems and must be seen to be setting an example by complying fully with all procedures, regulations and controls. The effectiveness of controls will be subject to periodic review by the College's internal auditors.

All members of the College community have a responsibility to protect the assets and reputation of the College and are expected to be alert to the potential for fraud.

The College is committed to ensuring that these arrangements keep pace with future developments, in both preventative techniques.

The key elements of the College's approach to combat theft, fraud and corruption are:

- An open and honest culture;
- Adequate preventative measures;
- Confidential methods for reporting;
- Robust systems for detection and investigation;
- Understanding and awareness of systems and procedures within the College;

- Consistent and thorough methods for dealing with perpetrators after investigation.

2. Legislative framework / related policies

- 2.1. The Public Interest Disclosure Act 1998
- 2.2. Bribery Act 2010
- 2.3. Financial Memorandum between UHI and Inverness College UHI (4 January 2016)
- 2.4. The Scottish Public Finance Manual
- 2.5. Related policies
- 2.6. Financial Regulations
- 2.7. Public Interest Disclosure Policy
- 2.8. Procurement Strategy

4.1.1.

3. Scope

- 3.1. The policy applies to all members of the Board of Management, staff, contractors, suppliers and students of Inverness College UHI.
- 3.2. The College recognises that it is already subject to a high degree of scrutiny of its affairs by a variety of parties. This includes the general public, staff, students, Internal Auditors, Board of Management, Scottish Ministers/ the Scottish Government, Members of the Scottish Parliament (MSPS), the Scottish Funding Council (SFC), External Auditor, Education Scotland, HM Revenue and Customs and Audit Scotland.
- 3.3. The College has internal and external auditors who advise the Board of Management about the adequacy of arrangements for the prevention and detection of fraud and corruption.
- 3.4 While this external scrutiny assists in protecting against fraud and corruption the College has a clear strategy of its own to mitigate this risk.
- 3.5. The Board of Management already has procedures in place that reduce the likelihood of fraud/ corruption occurring. These include standing financial procedures, a system of internal control and a system of risk assessment. In addition, the Board of Management will ensure that a risk awareness culture exists by issuing guidance on prevention of fraud.
- 3.6. It is the responsibility of the College and its' management to maintain adequate and effective internal controls to facilitate detection of fraud. The role of Internal Audit is to evaluate these systems of control. It is not the responsibility of Internal Audit to detect fraud, but to identify potential weaknesses in systems that may give rise to error of fraud.

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4. Awareness

- 4.1. The college recognises that the continuing effectiveness of this process depends largely on the awareness and responsiveness of Board members, staff, students and contractors and their willingness to highlight these issues. It is essential that Board members and employees are made aware of this policy and its procedures when they join the College and either receive a copy for inclusion in their personal records or have access to this policy online and, in addition, have ready access to all other relevant documents, policies and procedures, which regulate the College's activities.

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4.2 Action will be taken on a regular basis to remind both Board Members staff of the importance the College places on avoiding and preventing fraud, bribery, and corruption.

5. Definitions

~~5.1. For practical purposes, so far as this document is concerned, fraud may be taken to mean the use of deception with the intention of obtaining an advantage, avoiding an obligation, or causing loss to another party. The essential elements of fraud are dishonesty, which can include non-disclosure of important facts, making false representations, and dishonestly abusing their power and deprivation or risk of deprivation. This includes any fraudulent crime conducted electronically or via a computer or computer data. Fraud is defined in this policy as "any act of wilful dishonesty to gain individual or collective advantage." It is taken to include theft, misuse of property, corruption, the alteration of financial or other records or any unauthorised act which results directly or indirectly in financial gain to the perpetrator or to any third party.~~

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~~5.2 Corruption is generally the abuse of entrusted power for private gain which includes the dishonest influence of actions and decision.~~

~~5.3. Bribery is either giving or receiving an inducements or reward offered, promised, or provided to gain personal, commercial, regulatory, or contractual advantage. A summary of the Bribery Act as well as the relevant definition of terms can be found at Appendix A~~

Commented [FM1]: Or alternatively - For practical purposes, so far as this document is concerned, fraud may be taken to mean the use of deception with the intention of obtaining an advantage, avoiding an obligation or causing loss to another party. The essential elements of fraud are dishonesty, which can include non-disclosure of important facts, and deprivation or risk of deprivation.

The term is used to describe such acts as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion.

~~5.4 The term is used to describe such acts as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. This may involve:~~

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- Falsification or alteration of accounting records or other documents.
- False accounting and/or making fraudulent statements with a view to personal gain or gain for another: for ~~example~~, falsely claiming overtime, travel and subsistence, sick ~~leave~~, or special leave (with or without pay).
- Misappropriation of cash, ~~assets~~, or theft.
- Suppression or omission of the effects of transactions from records or documents.
- Recording transactions which have no substance.
- Wilful misrepresentations of transactions.

~~5.5 This policy also includes:~~

- Theft - including any misappropriation, stealing, and damage, malicious or otherwise, incurred ~~in the course of~~ during a theft, and actual or attempted break-in.
- Computer misuse/fraud - where information technology equipment has been used to manipulate programs or data dishonestly (for example, by altering, ~~substituting~~, or destroying records, or creating spurious records), or where the use of an IT system was a material factor in the perpetration of fraud. Theft or fraudulent use of computer time and resources, including unauthorised personal browsing on the Internet, is included in this definition.
- Corruption - where someone is influenced by bribery, ~~payment~~, or benefit in kind to unreasonably use their position to give some advantage to another (for example awarding of contracts where there is a personal advantage). ~~Bribery is also covered in the College's Anti-Bribery Policy.~~

Commented [FM2]: Deleted as this policy not yet prepared.

6. Compliance

6.1 This policy is a cross wide college policy; and all staff must work to meet the requirements outlined within the policy. Compliance with the Policy will be monitored through regular internal and external audits, with outcome reports being reported to the Audit Committee.

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7. Monitoring

7.1 Each college policy will be ~~monitored~~monitored, and its implementation evaluated. Appropriate procedures for monitoring and evaluation are the responsibility of the Lead Officer.

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8. Review

8.1 This policy will be reviewed in (3 years from now)

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APPENDIX A

Guidance Notes on the Inverness College Anti-Bribery Policy

These Guidance Notes supplement the College's Anti-Bribery Policy. They are designed to assist staff on the practical application of the Policy. In addition, they include important obligations on specific areas, which staff must adhere to.

1. Frequently Asked Questions about the Bribery Act

1.1. *It is customary to provide gifts in some countries outside of the UK when visiting or meeting with public officials. Can College staff offer gifts to their counterparts at an overseas college?*

The fact that something is a local custom is not a defence under the Bribery Act, so a cautious approach is required to ensure any gift or other advantage that is offered overseas is not construed as a bribe based on UK standards of conduct. Secondly, in this scenario it is possible that a member of an overseas college will be classed as a "foreign public official" under the Bribery Act. If so, it is very easy to fall foul of the law. Any financial or other advantage offered to them will be seen as a bribe if the offeror intends to influence the official and intends to obtain or retain any business advantage. This guidance does not however preclude the College or its staff from giving small, low value gifts seen as a 'mark of respect' to other public officials.

1.2. *Can gifts and hospitality be accepted from private sector companies with whom the College has a business relationship or may do in future? What about sponsorship?*

Care has to be exercised that no gift or hospitality could be considered excessive or lavish. Normal business meals and modest entertainment is normally acceptable where there is a legitimate purpose for the hospitality - such as to foster cordial relations or for reasonable public relations. No hospitality should be accepted if it could be construed as intended to induce a member of staff to perform their functions improperly. (See Policy on Receipt of Gifts and Hospitality). In relation to sponsorship, similar principles apply. Care should be exercised that the sponsorship does not improperly induce members of the College to perform their functions improperly. This could include where it compromises academic integrity or influences the outcome of a research project.

1.3. *Can we engage agents to recruit international students to the College?*

Yes, but a number of compliance steps must be taken. The use of overseas agents involves high risks to an organisation, whether for recruitment or other purposes. The College will be liable for any corrupt acts by anyone performing services on its behalf. The risks of engaging an agent in a particular case must be assessed and enhanced

due diligence undertaken about the suitability of the agent and the nature of the services they are providing to the College. Further guidance on these steps is set out below.

1.4. The College undertakes an annual research project in a jurisdiction outside of the UK with a poor reputation for corruption. The project leader needs to transport equipment to the overseas location for the project, which will be checked by local customs officials. What steps should the project leader consider?

The project leader should consider in advance the risk that members of staff or others acting on behalf of the College will be vulnerable to demands for corrupt payments, such as facilitation payments. Staff will need guidance in advance on strategies to resist any such demands. The project leader should also consider any preventative measures that can be taken in advance, such as allowing adequate time for delays in the delivery of equipment whilst any demand for a facilitation payment is resisted.

1.5. The family of a student who is applying to the College offers to provide the College with a substantial donation to its development fund in return for a place at the College being offered to the student. Is this caught by the Bribery Act?

Yes. This situation clearly involves a financial advantage being offered to the College, which is intended by the family to induce the admissions department to perform their functions improperly. It does not matter what decision is in fact reached over offering the student a place or not. The donation should be refused because of the basis on which it was offered. Donations can be bribes in other less obvious circumstances. The College due diligence procedures should always be followed to ensure a donation does not involve someone misusing their position or being induced to do so.

2. Further Guidance on Gifts Entertainment and Hospitality

All members of staff should refer to the Policy for Staff on the Receipt of Gifts and Hospitality.

This guidance note is intended to supplement the provisions of the above policy. It applies to all gifts, hospitality and entertainment that members of staff give or receive in the context of their activities for the College. In cases where a member of staff pays for a gift, entertainment or hospitality, but it is not reimbursed by the College, this guidance note remains applicable in this context.

The following overarching principles in relation to gifts, entertainment and hospitality (whether given or received) are particularly important for staff to consider in the context of potential corruption risks:

Expenditure should always be reasonable and proportionate (having regard in particular to the recipient).

Expenditure should be in accordance with the Policy for Staff on the Receipt of Gifts, Hospitality; and any necessary approvals sought in accordance with that policy; and records kept in accordance with the policy.

The recipient must always be entitled to receive the gift, entertainment or hospitality under the law of the recipient's country.

3. Charitable and Political Donations by the College

All charitable donations should be recorded accurately in the College's financial records and accounts.

Requests for charitable donations can sometimes mask corrupt activity by others. No charitable donations should be made if these could be construed as improperly influencing another party with whom the College has a business relationship. Should a member of staff have any ethical concerns about a proposed charitable donation, this should be reported immediately to the COO/Secretary.

The College does not under any circumstances make donations to political parties.

4. Philanthropic Giving

All donations made to the College by benefactors or others wishing to support the College's activities must be considered in the light of the Bribery Act. Donations of this kind can sometimes mask corrupt activity. No donations should be accepted without due diligence procedures being followed in respect of the purpose of the donation and the background of the donor, amongst other steps. The level of due diligence required will be proportionate to any potential corruption risk identified. No donation should be accepted if it could be construed as improperly influencing the College or another person. Should a member of staff have any ethical concerns about a proposed donation, this should be reported immediately to the COO/Secretary.

5. Honorary Degrees and Fellowships

Under no circumstances may an honorary degree or fellowship be awarded as an improper inducement to the individual recipient to provide additional services to the College. In addition, the College's Nominations Committee will oversee the award of honorary degrees and fellowships and will ensure the guidance in this policy is taken into account when considering nominations for such degrees.

6. Agents, Other Third Parties, and Joint Ventures

In some parts of the College's commercial activities, it needs to engage agents and other intermediaries.

All appointments of agents and other parties who provide the College with services must follow risk-based due diligence procedures. This includes where the College enters in to any form of partnership with another organisation or a joint venture arrangement.

For the appointment of any overseas agents, a high level of due diligence is required. A non- exhaustive list of steps that must be considered is set out in Section 7 below.

Advice should be sought from COO/Secretary on due diligence steps required for any joint venture, whether in the UK or overseas. All appointments of agents and joint venture partners must be monitored and reviewed on a periodic basis and ongoing due diligence procedures adopted, proportionate to any corruption risks that have been identified.

Any agents or other parties who are performing services for, or on behalf of the College, will be expected to agree to a contractual clause which confirms that they will comply with the College's Anti-Bribery Policy or adhere to an equivalent policy, standard or other procedures they may have in place to prevent bribery. This clause

will confirm that any breach of these anti-corruption obligations can lead to termination of the contractual relationship.

7. Due Diligence

Appropriate risk-based due diligence must be conducted in relation to any party outside of the College who is performing services for it or on its behalf. Enhanced due diligence should be conducted in relation to overseas agents and joint venture partners of the College. The following guidance indicates the steps that should be considered in planning and conducting Due Diligence in these types of relationship.

Require the party/agent to provide details of the party/agent's ownership; details of senior management of the party/agent; a copy of CVs of key personnel performing services for the College; details of referees for the party/agent and key personnel who will be providing services under the proposed agreement; details of other directorships held, existing partnerships, and third- party relationships, and any relevant judicial or regulatory findings about the party/agent or key personnel of the party/agent, and details of the jurisdictions in which the agent operates.

Undertake research, including reasonable internet research (dependent on risk), on the party/agent and any individuals who have a degree of control if the agent is a corporate entity.

Check independently that the party/agent does not appear on any applicable sanctions list or have outstanding court actions or judgments against it.

Make enquiries with any relevant authorities, including contacting a commercial attaché at the embassy in the territory where the party/agent operates, to verify information obtained and seek any independent background information about the party/agent's reputation.

Take up references and assess responses received.

Conduct any further enquiries of the party/agent to clarify any matters arising from the information provided, including arranging a face to face meeting if required.

Request and review copies of the party/agent's anti-bribery policies and any relevant procedures they operate to prevent bribery and corruption.

Assess relevant commercial considerations for the College's activities, e.g.:

- is the appointment necessary?
- does the party/agent have the required expertise to provide the services?
- is the party/agent going to interact with a public official, or are there any other connections between a party/agent and a public official?
- are the proposed payment terms of the party/agent reasonable and in accordance with the market rate?
- have appropriate steps been taken to consider alternative appointments/competitors to this party/agent?

8. Facilitation Payments

Facilitation payments are typically small unofficial payments paid to speed up an administrative process or secure a routine government action by an official. They are more common in certain overseas jurisdictions in which the College conducts its activities, but it is possible that they could arise in the UK.

Facilitation payments are treated as bribes by the Bribery Act and are prohibited by this Policy. Examples of when such payments may be requested include:

- To obtain or expedite a permit, licence or other official document or approval.
- To facilitate provision of utilities, such as connecting water, electricity, gas or telephone services
- At border controls or crossings to allow safe or prompt entry or exit from a jurisdiction
- To avoid unwarranted delays when goods are held by a customs official
- To ensure personal security or preservation of property from law enforcement officials

Facilitation payments should be contrasted with official, lawful payments (typically to an organisation rather than an individual) to expedite certain functions (e.g., where there is an official system to choose a premium fast track service to obtain a passport). Sometimes demands for facilitation payments are forms of extortion (e.g., unless the demand is met, a person's safety or liberty is placed in jeopardy). However, identifying when a payment is a lawful, official payment and when it is a facilitation payment, and a bribe is not always easy. In these cases, it is important for staff to seek confirmation wherever possible of the lawfulness of the payment from an independent source and seek additional guidance from the COO/Secretary immediately.

If it is not possible to undertake the above steps and if a member of staff is unsure as to the validity of an official's request for a payment, the steps below should be followed as far as they are applicable and as far as it is possible to do so:

The member of staff should:

- Contact their line manager.
- Ask the official for proof of the validity of the fee.
- Request that a receipt be provided confirming the validity of the payment.
- If no proof of validity will be provided, politely decline to make the payment and explain they cannot make the payment because of the College's policy and anti-bribery laws.
- If possible, ask to see the official's supervisor

- Make a full note of the request, the circumstances and the parties involved.
- At all times remain calm, respectful and polite.

The College policy is that it strictly prohibits any kind of facilitation payments made by members of staff or third parties acting on its behalf. However, if a member of staff is in fear for their safety or at risk of loss of liberty, they should not refuse the demand for a payment. In all circumstances members of staff must report any demand for facilitation payments immediately to the COO/Secretary for advice and guidance

APPENDIX B

Summary of Bribery Act

1. What Is Bribery and Corruption?

The Bribery Act defines corruption offences very widely. Most offences apply equally to private and public sector activities. This Appendix sets out further details of the offences and how they may apply to the College.

As a summary of the key provisions in the UK law, members of staff should follow these three principles:

- Do not make payments to someone (or favour them in any other way) if you know that this will involve someone in misuse of their position.
- Do not misuse your position in connection with payments (or other favours) for yourself or others.
- Do not deliberately use advantages to try to influence foreign public officials for business reasons. If you need to promote the College's business with a foreign public official, always check in advance with your Head of School/Support Department.

A bribe does not need to be a monetary sum. It can be any form of advantage: e.g., lavish hospitality or gifts; an offer of employment; or the provision of services free of charge or with a substantial discount. A person who is offered or agrees to accept a bribe does not need to benefit personally.

Actual payment of a bribe does not need to occur for there to be a criminal offence. An offer or request would be sufficient.

Sometimes offering or making a payment (or giving some other favour such as lavish hospitality) is an act of bribery in itself – i.e., where this is improper without the recipient needing to do anything else as a consequence.

2. How Does Corruption Affect The College?

Risks of corruption can arise in a wide range of the College's activities and its interaction with third parties. Some examples of these are as follows:

- International operations
- Recruitment of students and awards of degrees
- Gifts and donations to or from the College or its staff
- College Fundraising Activities
- Sponsorship and partnerships with private sector organisations in the UK or overseas and other commercial activities

- Procurement processes across the College and relationships involving estate and property management.
- Appointment of agents or representatives in the UK or overseas who perform services for or on behalf of the College.
- Relationships with other academic institutions, regulatory or funding bodies
- Field trips and overseas research in jurisdictions where there are particular corruption risks.

The College will undertake periodic risk assessments of its activities, including risks relating to: the sector in which it operates; its international business activities; its existing processes for gifts and hospitality and donations; its relationships with a wide range of third parties in the UK and overseas who provide services to it or on its behalf; its procedures for procurement and other internal policies; and its other business structures, such as private sector joint ventures or joint research collaborations.

3. What is the Law?

The offences under the Bribery Act are extensive in scope, broadly defined and, in some circumstances, also allow for crimes committed anywhere in the world to be prosecuted in UK courts. The College's standards therefore apply to conduct that occurs both in the UK and in any activity it undertakes abroad.

The UK law has serious consequences for anyone found guilty of an offence. For individuals, a maximum prison sentence of ten years and/or an unlimited fine can be imposed; for commercial organisations, an unlimited fine can be imposed. Other measures can include the ability to confiscate assets, where these are found to be the proceeds of criminal activity including corruption.

The Bribery Act includes a new offence of failure of commercial organisations to prevent bribery. In light of its various commercial activities, the College will be treated as a commercial organisation for this purpose even though it has primarily educational aims.

4. Offences under the Bribery Act

The Bribery Act contains four main offences:

- **Paying bribes** - Can apply to members of staff and the College.
- **Receiving bribes** - Can apply to members of staff and the College.

- **Bribery of a foreign public official** - Can apply to members of staff and the College.
- **Failure of a commercial organisation to prevent bribery** - Can apply to the College and its subsidiary companies.

In addition, if a senior officer of a commercial organisation consents to or connives in an act of bribery by that organisation, they can be separately prosecuted.

As a reference guide, set out below are brief explanations of what each of the four main offences mean.

4.1 Paying bribes

It is an offence if a person offers, promises or gives a financial or other advantage with the intention of inducing another person to **perform a function or activity improperly** or to reward that person for doing so.

It is not necessary to prove that this person intended this consequence in all cases; it is also an offence if the person knows or believes that acceptance of the advantage by another is in itself an improper performance of their function or activity.

4.2 Receiving bribes

It is an offence if a person requests, or agrees to accept, or receives a financial or other advantage intending that a **function or activity** should be **performed improperly** as a result.

It is also an offence:

- Where the request or receipt of the advantage is in itself an improper performance of a function or activity;
- Where the request or receipt is a reward for the person's or someone else's improper performance in the past;
- Where their improper performance takes place in anticipation or as a consequence of a request or receipt of an advantage.

In these other scenarios, it does not matter whether the person knows or believes that the performance of a function or activity is improper.

With both of the above offences, it does not matter that no money changed hands, or that a person received no personal benefit or enrichment.

Both offences can also apply to acts of bribery that take place outside of the UK, where the person or organisation paying or receiving a bribe has a close connection to the UK. This includes all UK citizens, other persons ordinarily resident in the UK, and UK incorporated companies.

4.3 What activities do these offences apply to?

The offences could apply to any function or activity involving the College and any activities of its staff, connected with a business, performed in the course of employment, or on behalf of the College or a subsidiary company. Examples include the College's dealings with:

- private sector businesses, or third parties including subcontractors or agents.
- other publicly funded organisations, grant giving bodies, and relevant public bodies.
- service providers or agents
- individuals, including students and prospective students, donors and other sponsors.

4.4 What does improper performance mean?

Whether an activity or function is **performed improperly** will be measured on an objective basis, not necessarily on a person's own perception of the circumstances of the activity. The test will be whether a function has been performed in breach of how a reasonable person in the UK would expect it should be performed. This means customary or historic practices will not necessarily be acceptable.

4.5 Bribery of a foreign public official

It is an offence if a person offers or gives a financial or other advantage to a foreign public official with the intention of influencing the foreign public official and to obtain or retain business or a business advantage. Foreign public officials include persons performing functions at state owned or controlled enterprises and agencies - and therefore could potentially include those working for public universities outside of the UK.

The College has identified that it has relevant international activities where it may have dealings with foreign public officials, including:

- in territories where it engages overseas agents for student recruitment
- in territories where members of the College undertake research or other academic activities from time to time

The Bribery Act contains no exemption for "facilitation payments" (see also the

section of this Guidance Notes to the College Policy relating to Facilitation Payments).

If a member of staff of the College in the UK or overseas needs to promote the College's business with a foreign public official, the member of staff must contact the COO/Secretary in advance to confirm what steps are appropriate in any dealings they intend to have with the foreign public official.

4.6 Failure of commercial organisations to prevent bribery.

It is an offence for the College in relation to its commercial activities if a person associated with the College bribes another person intending to:

- obtain or retain business for the College; or
- obtain or retain an advantage in the conduct of business for the College.

A person is associated with the College if they perform services for or on behalf of the College. This covers a wide category of people where the College has a potential liability for their acts. It does not matter in what capacity they are acting. Associated persons include all employees of the College as well as other persons outside of the College such as agents, joint ventures to which the College is party, and those with whom the College contracts to perform services.

Advancing Equality of Opportunity	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Promoting Good Relations.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3

Sustainability	N/I
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Step 4

No Action to be taken

Monitoring of contract management and associated costs including the identification of cost savings and cost avoidance. Local cost savings data will be reported to EMT. National cost savings will be reported by the APUC. An annual report on the above by the appointed independent auditors will be made to the Audit Committee prior to the December meeting of the Board of Management

Summary of EIA Outcome – please tick

- No further action to be carried out
- Amendments or changes to be made
- Proceed with awareness of adverse impact
- Abandon process – Stop and Rethink

Please forward completed EIA forms to the Quality Unit

Subject/Title:	Health and Safety Policy
Author: [Name and Job title]	Mark McKerral
Meeting:	Sub BoM
Meeting Date:	Audit Committee
Date Paper prepared:	14.03.24
Brief Summary of the paper:	<p>Changes to Policy:</p> <ul style="list-style-type: none"> Legislation updated Updated role titles Added responsibilities related to Health Surveillance, Personal Protective Equipment and Display Screen Equipment Assessments Added reference to First Aid Procedure document Added section for Duty Manager
Action requested: [Approval, recommendation, discussion, noting]	Approval
<p>Link to Strategy: Please highlight how the paper links to, or assists with::</p> <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	<p>Yes / No</p> <p>If yes, please specify:</p>
Risk implications:	<p>Yes / No</p> <p>If yes, please specify:</p> <p>Operational:</p> <p>Organisational:</p>
Equality and Diversity implications:	<p>Yes/No</p> <p>If yes, please specify:</p>
Consultation: [staff, students, UHI & Partners, External] and provide detail	

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.)			

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

Policy/Procedure/Strategy: Health and Safety Policy

Author/Owner: Mark McKerral

Signature:

Review Due: TBC

Department/Section: Health & Safety

Date of Assessment: 8 Jan 2024

Date: 8 Jan 2024

Step 1

Aim of proposed activity/decision/new or revised policy or procedure:

Review of standing policy.

- New
- Revised
- Existing

Who will be affected?	Who will be consulted?	Evidence available:
All staff, students and visitors	Health, Safety & Wellbeing Committee	Health, Safety & Wellbeing Committee minutes

Step 2

Potential Positive/Negative/Neutral Impact Identified. P, N, N/I	Age	Disability	Gender Reassignment	Marriage/Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Advancing Equality of Opportunity	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Promoting Good Relations.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Sustainability	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3

Action to be taken

N/A

Summary of EIA Outcome – please tick

- No further action to be carried out
- Amendments or changes to be made
- Proceed with awareness of adverse impact
- Abandon process – Stop and Rethink

Please forward completed EIA forms to the Quality Unit

UHI | INVERNESS

HEALTH AND SAFETY POLICY

REFERENCE: PL/HR/2022/007

Lead Officer	Principal and Chief Executive Officer
Review Officer	Health, Safety & Sustainability Manager
Date first approved by BoM	9 March 2009
First Review Date	7 March 2010
Date review approved by BoM	TBC
Next Review Date	TBC
Equality impact assessment	December 2023
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
Health & Safety Manager	07.03.10	
Health & Safety Manager	30.05.12	
Health & Safety Manager	20.06.12	
Health & Safety Manager	19.03.15	
Health & Safety Manager	28.03.17	
Health & Safety Manager	29.05.18	Review approved by BoM audit Committee
Health & Safety Manager	21.03.19	Review approved by BoM
Health & Safety Manager	30.04.20	Review approved by BoM
Health & Safety Manager	30.03.21	<ul style="list-style-type: none">• Legislation updated• Departmental and job titles updated.• Managers and Heads of School – training and responsibilities updated.• Health & Safety Manager – responsibilities updated• Removal of standalone Technicians section.• All employees' duties updated to include training,

		<p>dangerous work activities and risk assessments.</p> <ul style="list-style-type: none"> • Addition of student disciplinary when health and safety policy, procedure or protocols are not adhered to. • Compliance section updated to include reporting committees and audit by external third party. <p>Review approved by BoM.</p>
Health & Safety Manager	09.06.22	<ul style="list-style-type: none"> • Legislation updated – rescinded Coronavirus legislation removed • Formatting changes • Policy renamed as Health and Safety Policy
Health, Safety & Sustainability Manager		<ul style="list-style-type: none"> • Legislation updated • Updated role titles • Added responsibilities related to Health Surveillance, Personal Protective Equipment and Display Screen Equipment Assessments • Added reference to First Aid Procedure document • Added section for Duty Manager

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1. Policy Statement

UHI Inverness acknowledges its statutory and moral obligations to adopt the highest standards of health and safety for staff, students and visitors.

UHI Inverness is committed to achieve and maintain recognised quality standards in health and safety.

As an education provider and employer, UHI Inverness is committed to a culture of competence and continuous improvement in health and safety management and practice. This will be achieved at all levels through promotion of attitudes and behaviours which instil in students and staff an expectation that sound health and safety practice is the norm.

In support of this, UHI Inverness is committed to:

- Conform with all health and safety laws and regulations and relevant standards as the minimum accepted behaviour
- Preventing injury and ill health to all persons under the control of UHI Inverness
- Maintain a secure, safe and healthy working environment
- Identifying all hazards and risks associated with its activities
- Providing suitable controls to mitigate risks arising from its activities to as low as reasonably practicable
- Promoting an incident free workplace
- Commit to continual improvement of management systems and Health and Safety performance, regular review and revising of this policy
- Providing and maintaining safe working equipment
- Safe handling storing and transportation of any substances associated with its activities
- Quality and competent information, Instruction, training and supervision

The Board of Management sets the overarching policy for Health and Safety and delegates responsibility to the Principal and Chief Executive to ensure the college fulfils its responsibilities.

Principal: Date:

Chair of Board: Date:

2. Legislative Framework/Related Policies

Commented [MM1]: DSE

- 2.1. The Health and Safety at Work *etc.* Act 1974.
- 2.2. The Management of Health and Safety at Work Regulations 1999 (As amended 2006)
- 2.3. The Provision and Use of Work Equipment Regulations 1998
- 2.4. The Manual Handling Operations 1992
- 2.5. The Workplace (Health, Safety and Welfare) Regulations 1992
- 2.6. The Personal Protective Equipment at Work Regulations 2002
- 2.7. The Health and Safety (First Aid) Regulations 1981
- 2.8. The Electricity at Work Regulations 1989
- 2.9. The Control of Noise at Work Regulations 2005
- 2.10. The Employers' Liability (Compulsory Insurance) (Regulations 1998 (As amended 2011)
- 2.11. Fire (Scotland) Act 2005
- 2.12. The Fire Safety (Scotland) Regulations 2006 (As amended 2010)
- 2.13. The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- 2.14. The Control of Substances Hazardous to Health Regulations 2002 (as amended 2004)
- 2.15. The Health and Safety Information for Employees (Amendment) Regulations 2009
- 2.16. The Health and Safety (Display Screen Equipment) Regulations 1992 (As amended 2002)
- 2.17. Corporate Manslaughter and Corporate Homicide Act 2007
- 2.18. Counter-Terrorism and Security Act 2015
- 2.19. The Lifting Operations and Lifting Equipment Regulations 1998
- 2.20. The Work at Height Regulations 2005The Safety Representatives and Safety Committees Regulations 1977
- 2.21. The Control of Lead at Work Regulations 2002
- 2.22. The Control of Vibration at Work Regulations 2005
- 2.23. The Pressure Systems Safety Regulations 2000
- 2.24. The Dangerous Substances and Explosive Atmospheres Regulations 2002
- 2.25. The Ionising Radiations Regulations 1999
- 2.26. Staff Wellbeing Policy

3. Scope

- 3.1. This policy applies to all staff, students and visitors within UHI Inverness.
- 3.2. Contractors are covered by this policy with reference to the contractors' management system.

4. Organisation and Responsibilities

To ensure the effective implementation of the health and safety policy, specific responsibilities are detailed below.

4.1. Board of Management

4.1.1. The Board of Management will set the policy direction for health and safety and will have overall responsibility for ensuring the health and safety of all staff, students, visitors or other persons affected by the organisations activities. The Board of Management will ensure health and safety management systems and standards are monitored regularly to ensure their effectiveness and will scrutinise reports to Board accordingly.

4.2. Principal and Chief Executive

4.2.1 The Principal has delegated responsibility, reporting to the Board of Management, for ensuring the college fulfils its responsibilities.

4.2.2 The Principal will:

- Ensure that health and safety is an integral part of the overall management and working culture.
- Ensure that procedures to assess risks are established and effective control measures are implemented.
- Develop a positive attitude to health and safety amongst employees by visibly demonstrating commitment to the continuous improvement of the health and safety performance throughout Inverness College.
- Ensure regular monitoring and review health and safety management policies and Procedures.
- Ensure that relevant meetings address health and safety issues and that appropriate actions are taken to address issues that arise.
- Provide Joint consultation arrangements through the Health, Safety and Wellbeing Committee and any sub-groups which report to the Health and Safety Committee.

4.3. Executive Management Team

4.3.1 The Executive Management Team has delegated authority and functional responsibility for the activities carried out within their areas of corporate influence.

4.3.2 In order to meet their health and safety responsibilities, they will:

- Liaise with the Principal to establish the principles of continual improvement with regard to health and safety.
- Be aware of the Health and Safety at Work *etc.* Act 1974 and associated legislation relevant to the activities of the college.
- Allocate sufficient financial resources to allow the policy and procedures to be effectively implemented.
- Demonstrate commitment to achieving and maintaining a high standard of safety performance and accident prevention.
- Ensure monitoring and review of the implementation of the Health and Safety Policy and Procedures.

4.4. Managers and Curriculum Leaders

4.4.1 Managers and Curriculum Leaders have a health and safety responsibility for the activities and functions carried out within their areas of operational responsibility.

In order to meet their responsibilities, Managers and Curriculum Leaders will:

- Ensure risk assessments, including assessments of plant, machinery and equipment (i.e. PUWER Assessments) are carried out where necessary and regularly reviewed in line with the requirements of health and safety legislation and the college Health and Safety Policy and Procedures.
- Ensure that all employees who use Display Screen Equipment (DSE) complete appropriate DSE training and have a current DSE Assessment for any equipment they use.
- Undertake training identified by the Health, Safety & Sustainability Manager in the pursuance of Health & Safety compliance or improvement.
- Set clear measurable objectives to ensure progressive improvement.
- Provide all personnel with, so far as reasonably practicable;
 - Safe place of work
 - Safe plant and machinery
 - Safe working environment
 - Safe system of work
 - Safe handling, storing and transportation
 - Sufficient and competent information, instruction, training and supervision

4.4.2 Managers and Curriculum Leaders will be responsible for:

- Ensuring that UHI Inverness'Health and Safety Policy is explained to employees and they are made aware of their health and safety duties and responsibilities and that tutors equally convey this to students under their control.
- The training needs of employees are assessed and addressed to include the requirement for role specific induction training for new employees.
- Ensuring that the activities of college employees and contractors do not expose employees, students, contractors or others to risk.
- In the event of being notified of dangerous activity being stopped by employees, they are to investigate the matter and inform the Health & Safety Manager of the circumstances.
- Ensuring that any required Personal Protective Equipment is made available to employees, that they know how to use it and are using it correctly.
- Ensuring that HR are aware of employees with significant exposure to workplace hazards requiring Health Surveillance, and that those employees are given appropriate time to attend Health Surveillance

appointments.

- Ensuring that all accidents, incidents and near misses within their area of responsibility are reported and, where necessary, investigated.

4.5. Health, Safety and Sustainability Manager

4.5.1 The Health and Safety Manager reports to the College Principal and CEO and has responsibility for:

- Reviewing, revising, implementing, embedding and monitoring compliance of all health and safety policies, procedures and arrangements.
- Planning, implementing and co-ordinating the risk assessment, inspection and internal/external audit programmes.
- Planning, Implementing and co-ordinating the risk assessment process.
- Developing appropriate performance measures and reporting performance standards to ensure continuous improvement.
- Liaising with HR regarding health surveillance requirements.
- Preparing papers, reports and statistical data for identified Committees.
- Ensuring emergency evacuation procedures, including personal evacuation plans, are tested and reviewed on a regular basis.
- Overseeing the recording of accident/incidents and reporting in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- Investigating and reporting on accidents, incidents and/ or near misses.
- Organising, co-ordinating and supporting safety personnel (first aiders and fire wardens).
- Identifying information, instruction and training requirements and delivering effective solutions.
- Provide advice and guidance to College departments/functions on contractor management.
- Acting as a point of contact for Enforcing Authorities.
- Maintaining own continuous professional development.
- Monitoring effective implementation of the Health and Safety Policy.
- Providing specialist advice and support to executive management and all departments/schools including the disseminating of good practice.
- Ensuring that the appropriate initial college health and safety induction training is given to all new employees.
- Advising EMT on activities where health and safety is being compromised significantly.

4.6. Estates and Campus Services Manager

4.6.1 The Estates and Campus Services Manager advises the appropriate member of the EMT and is responsible for:

- Fire Marshalls at all campuses.
- The testing and recording of all fire detecting equipment.
- Ensuring all means of escape are fully maintained and functional.
- The maintenance and inspection of all firefighting equipment.
- All visiting contractors, including the control of the Approved Contractor Register and issuing of Permits to Work.
- Ensuring all buildings, services and equipment owned or managed by the college are fit for purpose and do not cause, or contribute towards, unacceptable risks to health and safety.
- Testing inspection and maintenance of all building services in line with legislation.

4.7. Union Appointed Health and Safety Representatives

4.7.1 Staff appointed under the Safety Representatives and Safety Committees Regulations 1977 shall:

- Assist with the promotion of safe working practices.
- Familiarise themselves fully with the health and safety policy and arrangements.
- Liaise with managers and the College Health and Safety Manager in accident investigations and safety audits.
- Attend the College Health, Safety and Wellbeing Committee, take part in proceedings, representing their members and presenting to them information gathered from meetings.

4.8. Human Resources

4.8.1 The Human Resources department are responsible for coordinating the annual programme of Health Surveillance through:

- Ensuring health surveillance checks are organised for any new staff entering into roles requiring health surveillance.
- Liaising with line managers to ensure all roles requiring health surveillance are identified and relevant staff scheduled for annual appointments.
- Liaising with Occupational Health (OH) as necessary for those staff requiring additional health surveillance checks following an annual appointment.

4.8.1 The Human Resources department are responsible for coordinating the First Aid Allowance for support staff who provide First Aid services on any of UHI Inverness campus'.

4.9. Fire Marshalls

4.9.1 UHI Inverness campuses are sub-divided into zones. Each zone has an identified fire marshal whose responsibility is:

- To ensure in an emergency, everyone evacuates their zone safely and does not re-enter until the “all clear” is given.
- To assist disabled persons, where required, with evacuation to a place of safety and to ensure the chief fire marshal is advised accordingly.

4.10. First Aiders

4.10.1 The Health, Safety and Sustainability Manager will ensure First Aid needs assessments are conducted for UHI Inverness campuses and the required first aiders and supplies are in place.

4.10.2 The full detail of the first aid arrangements will be outlined in the First Aid Procedure.

4.11. Duty Manager

4.11.1 The Duty Manager is responsible for leading UHI Inverness’s initial response to any exceptional events while the campus is open. These may include, but are not limited to:

- Fire alarm activations/fire incidents
- Incidents involving behavioural issues or difficult people etc.
- Security incidents
- First aid incidents
- Responding to unannounced visits from Police or enforcement bodies (Fire Service, HSE, Environmental Health etc.)

4.12. Employees

4.12.1 The Health and Safety at Work Act and the Management of Health and Safety at Work Regulations place duties upon employees, at all levels, while at work. These duties include the following:

- To take reasonable care for the health and safety of themselves and other persons who may be affected by their acts or omissions at work.

4.12.2 To co-operate with the employer, so far as is reasonably necessary to enable them to meet their statutory health and safety duties, including undertaking training identified by the Health, Safety & Sustainability Manager in the pursuance of Health & Safety compliance or improvement.

4.12.3 No-one may intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare.

4.12.4 Any employee who is required to operate machinery, equipment, dangerous substances, transport, safety devices or a means of production is to do so in accordance with training or instructions provided by the employer, including the use of any Personal

Protective Equipment.

- 4.12.5 Employees must make the employer aware of any serious imminent dangers to health and safety. All employees are expected to stop dangerous work practices from taking place where observed. Where an employee believes a work practice to be dangerous, they are to instruct those involved to stop the activity and immediately inform the relevant line manager (responsible for the department, school, function or area in which the activity is taking place).
- 4.12.6 Participate in and conduct departmental Risk Assessments, including Display Screen Assessments, as directed by line managers, the Health, Safety & Sustainability Manager and Executive Management Team.
- Attend Health Surveillance appointments arranged for them and notify their line manager or HR of any medical condition that may impact their health and safety at work, or that of others.
 - Employees who witness or are involved in an accident, incident or near miss must ensure it is reported using the appropriate college systems. Where the accident or incident involves a student under supervision, the employee supervising them must ensure the appropriate report is submitted.

4.13. Students

- 4.13.1 All students shall comply with UHI Inverness' Health and Safety Policy as published and with any health and safety procedures relating to the facilities which the student is using.
- 4.13.2 A student shall exercise reasonable care:
- 4.13.3 For his or her personal safety.
- 4.13.4 For the safety of other persons who may be affected by his or her acts or omissions.
- 4.13.5 For the safety of the property of UHI Inverness and of its students, staff, officers and visitors.
- 4.13.6 It shall be a disciplinary offence, as defined in the Student Code of Conduct, for any student to:
- Intentionally or recklessly misuse, tamper, or interfere with any firefighting equipment, fire prevention equipment, fire doors, fire detection equipment, fire alarm activation points, fire signs.
 - Intentionally or recklessly misuse any equipment provided by the University in the interests of health, safety or welfare in pursuance of the Health and Safety at Work Act or of any relevant statutory provisions relating to health and safety.
 - Fail to use appropriate Personal Protective Equipment.
 - Fail to adhere to College Health & Safety policies, procedures or protocols.

5. Compliance

- 5.1. This policy must be complied with and it will be reviewed annually with reports going to the Audit Committee and Board of Management for external review. committee.
- 5.2. The arrangements within the policy are subject to an internal audit, conducted by a third party auditing organisation on a frequency determined by the Audit Committee
- 5.3. UHI Inverness will comply with legal and other requirements applicable to the identified health and safety hazards.
- 5.4. All new legal and other requirements will be evaluated, and documented, to determine applicability and impact to UHI Inverness.

Commented [MM2]: Audits have not been conducted annually, the last couple were four years apart and there is no plan for one in the next few years.

6 Objectives and Targets

- 6.1. Objectives will be identified and set in line with the annual review and operational planning process.

7 Communication

- 7.1. The Health and Safety Policy shall be actively communicated throughout the College using a variety of channels; examples of such channels include but are not limited to:
 - Via the Policies and Procedures Section of the IC Quality SharePoint
 - Inclusion within the new start/contractor induction process.
 - Provision to all external interested parties upon written request.
 - Health and Safety notice boards.

8 Monitoring

- 8.1. 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 Health and Safety department.
- 8.2. The following health and safety monitoring methods may be used to monitor implementation:
 - **Active methods** monitor the design, development, installation and operation of management arrangements.
 - **Reactive methods** identify evidence of inadequate health and safety practice through the risk assessment process and take immediate action as required.

9 Audit

9.1. A schedule will be developed and implemented to cover health, safety and environmental audits. Scope and criteria for audits will consider (but not be limited to):

- Management system
- Existing and new policies and procedures
- Student enrolment and induction
- Staff induction.
- Risk assessment and environmental aspects
- Outputs from external audits or previous internal audits

9.2. The Audits will be planned to ensure that areas which are subject to legal compliance are completed each year.

10 Review

- 10.1. This policy and supporting arrangements will be reviewed annually to ensure currency of content, arrangements, new legislative requirements and to provide a framework for the setting and reviewing of health and safety improvement objectives.
- 10.2. This policy may also be updated outside of the stated annual timeframe (i.e., changes to legislation, or as the result of review).
- 10.3. Revisions will be brought to the attention of staff and students through agreed arrangements for health and safety and policy consultation and communication.

Subject/Title:	Special Leave Policy and Procedure
Meeting and date:	JCC 5th March and EMT
Author:	Nicola Quinn
Decision, Discussion or Noting:	Decision
Link to Strategic Plan:	Links to all strategic objectives

Recommendation(s)

Special Leave Policy and Procedure had come to the HR Committee meeting on Friday 08 March 2024. The policy was not approved as the Committee requested more clarification in regard to financial implications of this policy and confirmation that budget adjustment had been factored in.

The HR Manager had provided the update below:

“Our Director of Finance and Estates has agreed that the 2024/25 budget will include a forecast for covering leave. This will include sickness, maternity and special leave. It will include adding a percentage increase on top of previous trend values to represent the new provisions within the updated special leave policy and procedure. The cost of the arrangements will be monitored through the Staff Resource Panel when agreeing cover during 2024/25.”

The Committee members were emailed with the update on Tuesday 19 March 2024 and to date two members had sent their approvals.

The Board is being asked to approve the original policy that came to the HR Committee in light of the update provided by the Director of Finance and Estates.

Notes:

The panel are asked to approve the following Policy and Procedure, changes to these include the following:

Policy updates

- Additional UHI Inverness Policies and Procedures.
- Monitoring – to reflect reporting done on SL.
- Review – to reflect wording in other policies.

Procedure Updates:

- Allowance changed to per incident rather than per 12-month rolling period.
- Addition of entitlements in cases of miscarriage or stillbirth.
- Removal of reference to claiming for loss of earnings.
- Removal of additional paid leave for training/ study.
- New provision for those undergoing gender transition.
- New provision for domestic violence victims.
- New provision for religious/ cultural observance.
- New provision for adverse weather disruption.

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SPECIAL LEAVE

REFERENCE: PL/HR/2020/004

Policy Owner	Principal and Chief Executive <u>Vice Principal – Curriculum, Operations and External Relations</u>
Lead Officer	Head of Human Resources <u>Manager</u>
Review Officer	HR Business Partner
Date first approved by BoM	06 October 2020
First Review Date	October 2023
Date review approved by BoM	
Next Review Date	
Equality impact assessment	
Further information (where relevant)	

Reviewer	Date	<u>Review Action/Impact Changes</u>
Nicola Quinn	<u>October 2020</u>	Reviewed by BoM – approved
<u>Head of Human Resources Manager and HR</u>	<u>October 2023</u>	<ul style="list-style-type: none"> <u>Additional UHI Inverness Policies and Procedures.</u> <u>Monitoring – to reflect reporting done on SL.</u> <u>Review – to reflect wording in other policies.</u>

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1. Policy Statement

UHI Inverness College endeavours to grant reasonable paid or unpaid time off for employees as an alternative to annual leave, sickness absence or TOIL, taking into consideration the operational needs of the College. This Policy outlines the types of Special Leave, the parameters for whether leave granted will be paid or unpaid, and the recording arrangements.

This Policy also aims to empower managers to make informed and consistent decisions following requests for Special Leave, and to ensure decision making happens at the appropriate level and with appropriate discretion applied for individual circumstances.

2. Legislative framework/ related policies

Data Protection Act (2018)

Employment Rights Act 1996

Juries Act 1974

Equality Act 2010

Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (~~SI 2000/1551~~)

Working Time Regulations 1998 (~~SI 1998/1833~~)

Reserve Forces (Safeguard of Employment) Act 1985

Reserve Forces (Call-out and Recall) (Financial Assistance) Regulations 2005 (~~SI 2005/859~~)

UHI Inverness Staff Code of Conduct Policy and Procedure

UHI Inverness Dignity in the Workplace Policy and Procedure

UHI Inverness Staff Disciplinary Policy and Procedure

UHI Inverness Staff Flexible Working Policy and Procedure.

UHI Inverness Maternity and Parenting Leave Policy and Procedure

UHI Inverness Menopause Policy

UHI Inverness Professional Review and Development Policy and Procedure~~Staff Disciplinary Policy and Procedure~~

~~Staff Flexible Working Policy and Procedure.~~

~~UHI Inverness TOIL Guidance Policy and Procedure for support staff and Managers~~

~~Staff Code of Conduct Policy and Procedure~~

~~Maternity and Parenting Policy and Procedure~~

~~General Data Protection Regulations (2018)~~

3. Scope

This Policy applies to all directly employed staff at UHI Inverness. ~~College UHI.~~

4. Compliance Responsibilities

4.1 Human Resources (HR)

The HR department is responsible for providing advice, guidance and support to managers and staff in relation to Special Leave and for auditing the implementation of the policy and procedure. HR is also responsible for entering Special Leave onto ~~maintaining the absence HR Management System database~~ and notifying Payroll of any pay deductions to be applied following approval of ~~unpaid~~ Special Unpaid Leave.

4.2 Line Managers

Line managers are responsible for ensuring the consistent, and fair and equitable application of this ~~ise~~ policy and procedure, obtaining advice and guidance from the HR department where necessary. Line managers must also ensure that Special Leave completed Applications forms are completed and submitted to the HR department timeously and that online holiday, TOIL and sickness absence records are entered onto the HR Management System ~~completed~~ accurately, consistently, and timeously as detailed in the ~~the~~ associated procedures.

Irrespective of duration of Special L leave granted, line managers are responsible for advising staff of any changes which have occurred during their absence, particularly if these have health, safety, or security implications.

4.3 Staff

Individual staff have a responsibility to familiarise themselves with this policy and procedure and to comply with the application and other associated process procedures as appropriate. Staff should discuss applications for Special Leave with their manager at the earliest opportunity, noting that the granting of Special Leave is not an automatic entitlement.

5. Monitoring

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.
~~Number of Special Leave applications will be reported on annually.~~
~~Cost of paid Special Leave to the College will be reported on annually.~~
~~Diversity monitoring of applications and outcomes will be reported on annually.~~

6. Review

This pPolicy and related procedure will be reviewed every on at least a three yearly basis, to continue to meet College requirements and any legislative changes to ensure currency of content, ~~s unless a legal change warrants an earlier review.~~

This policy must be complied with as outlined above and will be audited regularly with reports going to the appropriate committee.

Subject/Title:	Information Security Policy
Meeting and date:	Audit Committee - Board of Management
Author:	Martin Robinson
Decision, Discussion or Noting:	Decision
Link to Strategic Plan:	

Recommendation(s)

Information Security Policy had come to the Audit Committee meeting on Thursday 14 March 2024. The policy was not approved as the Committee requested more clarification in regard to changes in legislation and job titles.

The ICT Services Manager had provided the update below:

Updates to officers responsible.

Review against changes in regulation such as new criteria for Cyber Essentials Plus and an update of the Cyber Resilience Strategy for Scotland (no substantial changes made)

Review against changes in best practice, such as National Cyber Security Centre best practice as well as work with colleagues across UHI where the format of our Information Security Policy is being looked at as a model for other Partners and already been adapted and in place at UHI Moray.

The Committee members were emailed with the update on Tuesday 19 March 2024 and to date three members had sent their approvals.

The Board is being asked to approve the original policy that came to the Audit Committee in light of the update provided by the ICT Services Manager

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Information Security Policy

REFERENCE: PL/IT/2020/002

Lead Officer	ICT Services Manager
Review Officer	Information Development Manager
Date first approved by BoM	19 March 2015
First Review Date	June 2017
Date review approved by BoM	01 December 2020
Next Review Date	December 2023
Equality impact assessment	08 March 2017
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
ICT Services Manager	28.05.17	Reviewed by BoM Audit Committee
ICT Services Manager	24.09.20	Updates to reflect changes in regulation and new Government guidelines
ICT Services Manager	17.10.23	Updates to officers responsible. Review against changes in regulation such as new criteria for Cyber Essentials Plus and an update of the Cyber Resilience Strategy for Scotland (no substantial changes made) Review against changes in best practice, such as National Cyber Security Centre best practice as well as work with colleagues across UHI where the format of our Information Security Policy is being looked at as a model for other Partners and already been adapted and in place at UHI Moray.

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1. Policy Statement

The purpose of the UHI Inverness Information Security Policy is to:

- Promote, develop, and maintain a consistent and secure approach to the handling, storing and processing of information.
- Ensure all staff, students and relevant third parties understand their responsibilities with regards to Information Security.
- Ensure the College Information assets and IT infrastructure are not misused.
- Ensure the College adheres to relevant Information Security legislation.

Failure to adequately secure information increases the risk of significant financial and reputational losses. This policy outlines the College's commitment and approach to Information Security as well as the roles and responsibilities required to support this.

2. Legislative framework/related policies

2.1. The legislative frameworks applying to this policy are.

- Data Protection Act 2018;
- UK General Data Protection Regulation
- Computer Misuse Act 1990;
- The Regulation of Investigatory Powers (Scotland) Act 2000;
- Freedom of Information (Scotland) Act 2002;
- The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000.

2.2. The related UHI Inverness policies/documents are.

- Data Protection Policy
- Records Management Policy
- UHI IS ICT Acceptable Use Policy
- Business Continuity Policy
- Risk Management Policy
- Staff Recruitment and Selection Policy
- Information Asset Register

2.3. External Standards relevant to this policy are:

- Information Security ISO/IEC 27001;
- Information Security ISO/IEC 27002;
- Records Management ISO 15489-1;
- The UCISA Information Security Toolkit.
- JANET Acceptable Use Policy.
- Scottish Government Cyber Resilience Strategy for Scotland
- Scottish Government Public Sector Cyber Resilience Framework
- National Cyber Security Centre: Cyber Essentials

3. Scope

3.1. The policy scope is to ensure that the three key principles of Information Security are upheld. That is:

- **Confidentiality:** Ensuring information assets are protected from unauthorised access or modification.
- **Integrity:** Ensuring information is accurate, complete, and is delivered by reliable systems.
- **Availability:** Ensuring information is accessible and useable when required for authorised use.

3.2. For the purpose of this policy, information includes data stored on computers (including mobile devices), transmitted across networks; printed out or written on paper; sent out by fax; stored on disk or tape; and, spoken in conversation or over the telephone, including voicemail recordings.

3.3. As such, all information that is created, processed, stored, or transmitted physically or electronically as part of UHI Inverness' educational and related business activities is an asset of the organisation and, therefore, should be appropriately protected.

4. Information Security Management System (ISMS)

4.1. This policy defines an approach to Information security based on implementing and maintaining a fit for purpose set of controls, including policies, procedures, training, software, and hardware functions that formulate the Inverness College Information Security Management System (ISMS),

4.2. The ISMS is integrated with the College's processes and management structure and as defined in ISO 27000, appropriate for the educational purpose of the College.

4.3. The ISMS facilitates a risk-based approach to Information Security. For example, the management of personal data, such as student / staff records or financial records, would be different to that of public facing website or course materials.

4.4 The ISMS allows the College to:

- Understand how its information assets are protected against threats, both electronic and physical.
- Maintain a framework for identifying and assessing security risks, as well as applying applicable controls to address these.
- Classify information to indicate its sensitivity and importance to the College.
- Maintain key Information System operations even in the event of disaster, such as floods or IT outages.
- Maintain a programme, including training, to promote Information

Security awareness across the College.

- Ensure breaches of information security are reported, investigated and appropriate action is taken.

4.5 In addition to the legislative framework and College policies, referred to above, a number of other information security policies and guidelines will form part of the ISMS.

5. Information Security Incident Management

5.1. Any member of staff, student or researcher aware of any information security incident should report it to the College Data Controller (data.controller.ic@uhi.ac.uk). The Information Security Incident Management Procedure details how such events are handled and how lessons learnt are taken forward.

6. Responsibilities

6.1. The **Board of Management** are responsible for approval of the Information Security Policy.

6.2. The **Senior Management Team** is responsible for providing leadership and commitment to the application of Information Security, including ongoing review of the Information Security Policy.

6.3. The **Vice Principal - Student Experience and Quality** has operational responsibility for Information Security.

6.4. The **ICT Services Manager** is responsible for:

- Reviewing and maintaining the Information Security policy and updating the ISMS to address new threats, legislation and operational requirements of the College.
- Provision of specialist advice on matters of Information Security.
- Identifying and addressing risks to information systems.
- Ensuring that new systems or changes made to the College's ICT do not compromise the security of the existing infrastructure.

6.5. The **Information Development Manager** is responsible for:

- The classification scheme for information based on its importance to the College.
- Providing advice and guidance to staff with regard to record keeping, storage and destruction of documents.

- 6.6. The **MIS Manager** is responsible for:
- Ensuring business processes associated with the collation, interpretation and reporting of information across the College are robust, auditable and implemented by all staff.
- 6.7. The **Estates and Campus Services Manager** is responsible for:
- Ensuring the physical and environmental security of the Inverness College premises.
 - Ensuring the secure storage and processing of confidential waste.
- 6.8. **Information Asset Owners** are responsible for:
- Determining and reviewing the level of access to be granted to staff, students and third parties to ensure the information they manage is appropriately accessible and secure.
- 6.9. All **Managers** are responsible for:
- Ensuring their staff are aware of their security responsibilities.
 - Ensuring their staff have appropriate training for the systems and information they are using or processing.
 - Ensuring staff complete the mandatory online module for data protection and information security annually.
- 6.10. All **Staff** should be aware that Information Security is their responsibility and should be considered as part of everyday working practice. As such, they are responsible for:
- Ensuring they comply with the ICT Acceptable Use Policy.
 - Reporting any security incidents as and when they are aware of them.
- 6.11 All **Students** must abide by the UHI Acceptable Use Policy which documents how to use the College's ICT appropriately.

7. Compliance

- 7.1. This policy applies to all staff, students, contractors, third parties and partner organisations. Non-compliance should be raised as security incident to the ICT Services Helpdesk.

8. Monitoring

- 8.1. The effectiveness of the Information Security Policy and Information Security Management System requires periodic and event-based monitoring. Any organisational changes to the College structure, legislative change or major ICT changes may require review of this policy and others.
- 8.2. In addition, the evaluation of new Information Security risks may result in actions to add new, amend or delete existing controls. For example, a

review of the Physical Security would be required on the College opening a new campus.

8.3. 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.

8.4. The number of Information Security incidents raised is recorded in a Data Breach Log by the Data Controller. The Data Controller reports statistical data and lessons learned to the senior management team and the Board of Management.

9. Review

9.1. The Information Security Policy shall be reviewed annually by the ICT Services Manager and presented for approval to the Board of Management or other designated committee every 3 years.

Subject/Title:	Student Recruitment 2024/25
Author: [Name and Job title]	Jane Maclellan, Information Systems Manager
Meeting:	Board of Management
Meeting Date:	26 th March 2024
Date Paper prepared:	18 th March 2024
Brief Summary of the paper:	To provide the committee with the status of current recruitment for 2024/25
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with: a) compliance <ul style="list-style-type: none"> • partnership services • risk management • strategic plan • new opportunity/change 	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience
Equality and Diversity implications:	Yes – equity of the student experience
Consultation: [staff, students, UHI & Partners, External] and provide detail	n/a

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

Student Recruitment 2023/24

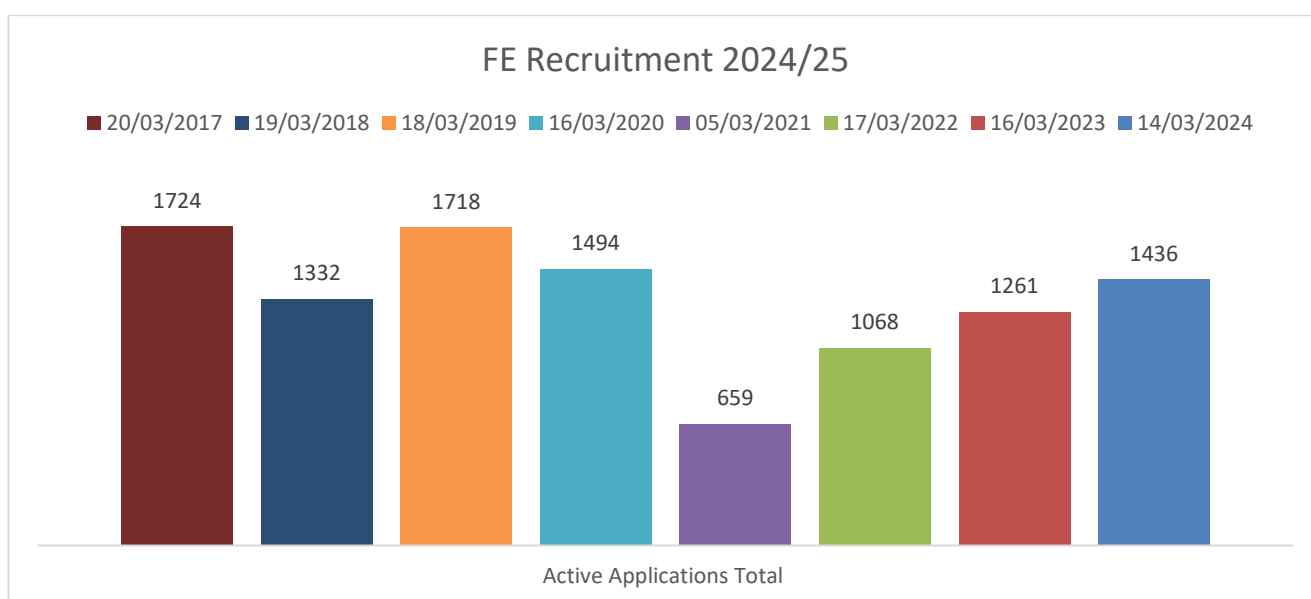
Executive summary

The report provides a summary of current recruitment for 2024/25. At the time of writing the number of FE and HE applications is greater than the previous 3 years.

2024/25 Recruitment

FE

In the previous report to the Board in February active applications for FE courses were at 344. Applications are at the highest level since 2020.

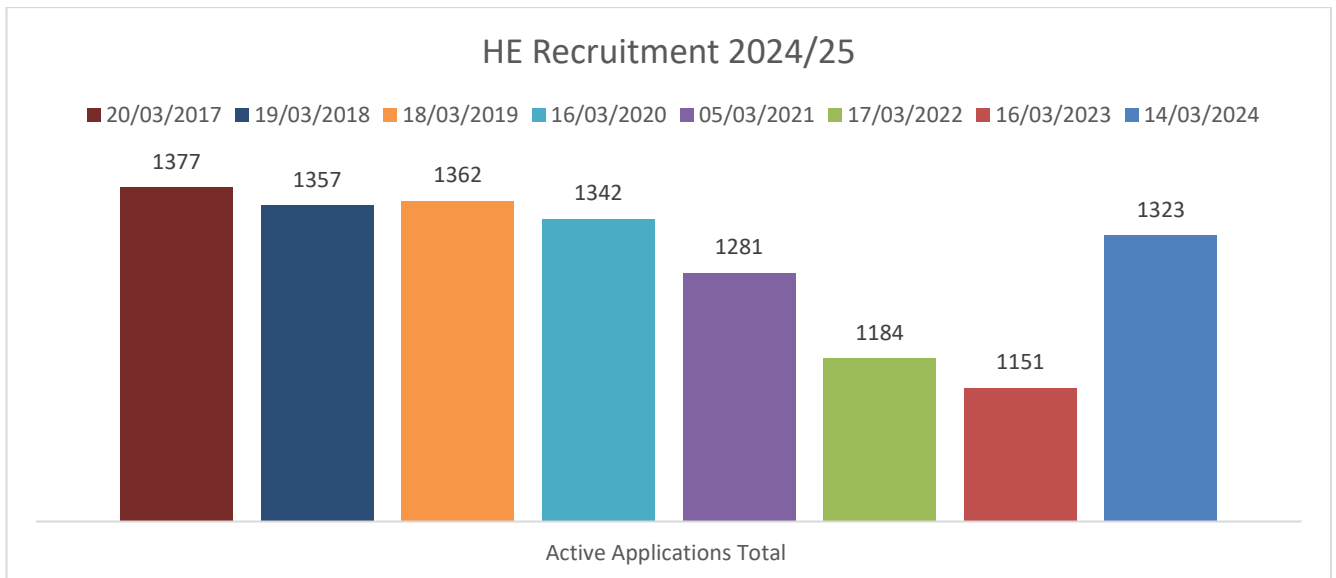


HE

Similar to FE, HE active applications are at their highest since 2020, when we exceeded our HE funded numbers target.

Of the active applications received the largest growth area is in HNC full-time first year places.

	16/03/2023	14/03/2024	% Growth
HNC first year full-time	379	496	31%
HND first year full-time	48	51	6%
Degree first year full-time	320	384	20%



Jane MacLennan
Information Systems Manager

Subject/Title:	Principal's Report
Author: [Name and Job title]	Professor Chris O'Neil Principal
Meeting:	Board of Management
Meeting Date:	26 March 2024
Date Paper prepared:	22 March 2024
Brief Summary of the paper:	<p>This report provides the Board of Management with an overview of new and continuing activity including:</p> <ul style="list-style-type: none"> • SFC's budget • Board Away Day • Curriculum Planning and Review • Research
Action requested: [Approval, recommendation, discussion, noting]	For Discussion

<p>Link to Strategy: Please highlight how the paper links to, or assists with:</p> <ul style="list-style-type: none"> <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change 	Strategic plan
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Resource implications:	Yes / No N/A If yes, please specify:		
Risk implications:	Yes / No N/A If yes, please specify:		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/No If yes, please specify: Financial implications		
Consultation: [staff, students, UHI & Partners, External] and provide detail			
Status – [Confidential/Non confidential]	CONFIDENTIAL		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	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)	Yes	Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)	Yes	Other (Please give further details)	

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

Subject/Title:	Health & Safety Quarter 1 Report 2022-23
Author:	Mark McKerral, Health, Safety & Sustainability Manager
Meeting:	Board of Management
Meeting Date:	26/03/24
Date Paper prepared:	19/03/24
Brief Summary of the paper:	An update on Health and Safety compliance during the period 01/12/23 to 29/02/24
Action requested:	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:	No If yes, please specify:
Risk implications:	No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	Health and Safety Committee, comprising a cross section of the college including management, staff and trade union reps.

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.)			

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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

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

Recommendation(s)

For discussion

Purpose of report

To provide the Health and Safety Committee with a quarterly update on consolidated Health & Safety issues over the reporting period, 1st December to 29th February 2024.

RIDDOR

There were two RIDDOR reportable incidents during the reporting period.

The first relates to a minor injury sustained in a joinery workshop, resulting in a small cut that required stitches. Due to hospital treatment, this is RIDDOR reportable. The IP returned to studies immediately.

The other relates to a slip on ice in the car park. The IP has been signed off work for more than seven days.

Incident Reporting

Incidents Reported via AssessNET

Accident Group	ILLNESS			INJURY			NEARMISS			DAMAGE			RIDDOR			VIOLENCE		
	22/23	23/24	% Change	22/23	23/24	% Change	22/23	23/24	% Change	22/23	23/24	% Change	22/23	23/24	% Change	22/23	23/24	% Change
Business and Creative Industries	2	2	0%	2	27	1250%	2	2	0%	0	0	0%	0	0	0%	0	0	0%
Care, Arts, Sport & Humanities	1	1	0%	4	2	-50%	0	2	100%	0	0	0%	0	0	0%	0	0	0%
Construction & Engineering	0	1	100%	3	7	133%	0	6	100%	0	0	0%	0	1	100%	0	0	0%
Estates	1	0	-100%	0	6	100%	1	7	600%	2	3	50%	0	1	100%	1	2	100%
Research	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Science, Computing & Education	0	0	0%	1	1	0%	0	1	100%	0	0	0%	0	0	0%	0	0	0%
Scottish School of Forestry	0	0	0%	2	1	-50%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
All Other Areas	0	0	0%	1	2	100%	3	0	-100%	0	2	100%	1	0	-100%	0	1	100%
Total	4	4	0%	12	44	267%	3	18	500%	2	3	50%	0	2	100%	1	2	100%

Summary of incidents:

Business & Creative Industries- All injuries were minor cuts, most related to Hairdressing students cutting themselves whilst practising with scissors. Illnesses relate to pre-existing conditions; one required an ambulance.

Care, Arts, Sport & Humanities- One injury during a sports activity resulted in a student requiring an ambulance for a neck injury. One near miss relates to the diffuser from a light falling off.

Construction and Engineering- There was one RIDDOR injury, described above, and one manual handling injury. All other injuries were minor. One near miss relates to a piece of equipment that became damaged and released a small amount of mercury.

Estates- Most injuries and illnesses related to incidents on the Campus, but not in curriculum activity, that are attended by Estates Officers. One RIDDOR, described above. One of the violence incidents relates to alleged verbal abuse of a member of Pristine's staff by students. A property damage incident relates to a

fire caused by a discarded cigarette in an external bin. One near miss is for an incident of alleged dangerous driving in the carpark; another relates to a discarded cigarette found in a toilet.

Other- Two incidents relate to damage to, or theft of, ICT equipment. One violence report relates to disruptive behaviour in the LRC.

Research- Nothing reported.

Science Computing & Education- The injury was a minor cut from a scalpel. The near miss relates to a school pupil who went onto the frozen lochan to test the ice and got wet feet.

Scottish School of Forestry- One minor cut which occurred outside of curriculum activity.

Fire and Evacuations

In February, updated Fire Action Plans were published for the Inverness and Balloch Campuses. The new plans incorporate the Scottish Fire and Rescue Service’s new approach to automatic fire alarms and lessons learned from previous drills. The next step will be to recruit and train fire wardens.

We continue to work with GTFM on upgrades to our fire alarm system, which will allow for the resumption of automatic signalling to the fire service under specific conditions.

Our Fire Risk Assessor visited the Inverness and Balloch Campuses in February to update both fire risk assessments. The findings from these should be available for the next meeting.

Training and Competencies

iHasco core training

We have identified 5 core health and safety training courses in iHasco, which are to be completed by all staff. Each will be repeated every two years. As of 08/03/24, completions are as follows:

Course Title	Percentage of Staff Complete
Accident Reporting	Will be released in April
Display Screen Equipment	98%
<i>DSE Assessment*</i>	<i>90%</i>
Electrical Safety	62%- Released in January, staff expected to complete by Easter
Fire Awareness	92%- Number low as now over two years old and staff needing to refresh
Slips, Trips and Falls	95%- Released in October '23 with December '23 deadline

*The DSE training module also includes a self-completed risk assessment of their workstation. The DSE Assessment will only show as complete if the member of staff has answered all sections and their line manager has resolved any concerns raised.

iHasco Role Specific Training

In addition to the mandatory all-staff training in iHasco, a number of role specific training courses covering topics like COSHH, Working at Height, Risk Assessment and Manual Handling have been made available. Over the past 3 months, 42 of these courses have been completed by UHI Inverness Staff.

IOSH training continues to be recommended for all staff directly involved in managing Health and Safety within UHI Inverness, including non-curriculum management, Technicians and lecturing staff involved in ‘higher risk’ curriculum delivery. During the past 3 months:

- 11 members of staff successfully completed IOSH Managing Safely
- 4 members of staff successfully completed IOSH Working Safely

Health & Safety Procedures and Arrangements

A review of the Health and Safety Policy is currently underway, it is expected to go to the Board for approval in June.

Sypol COSHH Management

Some teams are now utilising the Sypol system well. When the work on Asset Management has progressed, and capacity is available, further work on its rollout and development will take place. Initial feedback from those who are using the system is very positive.

Asset Management and PUWER

Work to address the previously identified inconsistencies with asset management is ongoing. A further meeting with EMT, curriculum managers and Technicians was held in January. At this meeting the following action plan was agreed:

- | | |
|---|------------|
| • Development of Policy and Procedures. | Jan 2024 |
| • Resource review - internal/ external. | Feb 2024 |
| • Complete PUWER Assessments of identified equipment. | April 2024 |
| • Action Plan to be drawn up from assessments. | May 2024 |
| • Develop PPM and Audit schedules/ skill requirements | June 2024 |

Duty Manager Training

Over the last six months, we have delivered updated duty manager training to Inverness Campus duty managers. This covered the routine tasks expected of Duty Managers and how to respond to emergencies, such as fire alarms.

Due to the increased use of the Balloch Campus by curriculum areas other than the Scottish School of Forestry, it has been decided to implement a Duty Manager Rota there. Since February, we have been delivering an add-on to the original training specific to the Balloch site.

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Subject/Title:	Governance Update
Author: [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	26 March 2024
Date Paper prepared:	19 March 2024
Brief Summary of the paper:	This paper provides the Board of Management with an update on all governance matters.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance
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:		
Student Experience Impact:	Yes/No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
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 confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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Vice Chair Position

As you are aware the Vice Chair stood down from the Board of Management in September 2023. We had been looking for nominations for the position to ensure our continuing compliance with the Code of Good Governance.

Confidential email ballot took place last week of February and first week of March 2024. On Friday 8th March all ballot emails had been opened and counted in the presence of a scrutineer, Information Development Manager, and as a result of that vote Dee Bird has been elected as the new Vice Chair of the Board of Management UHI Inverness.

HR Committee

In respect of the HR Committee, and membership currently sitting at 5, I would encourage members who are currently only sitting on one Committee to consider joining the HR Committee to ensure that we meet the membership numbers laid out in our Terms of Reference.

Trade Union Nominees on Boards

Email communication has been received from UNISON Scotland Further Education Branch to inform the Board that no representatives have come forward to seek nomination at this time at UHI Inverness.

To date no communication has been received from GMB and EIS in regard to their Board representatives.

HISA 2024 Spring Election Results

Congratulations to current HISA Board members who had been re-elected in the recent Student Election for positions of Inverness President & Inverness Depute President.

OSCR & Deloitte

The Director of Finance and Estates reported at the recent Audit Committee meeting on 14th March 2024 that the external financial audit has not yet been completed by Deloitte, with the revised date for completion now being the end of April 2024.

UHI Inverness OSCR Annual Return is due on 30th April. Looking back at the audit delivery timeline being moved by Deloitte a number of times over the last 4 months, there is a strong risk arising that UHI Inverness might be late completing the OSCR return audit. The Director of Finance and Estates had contacted OSCR to ensure there will be no financial penalty in case were unable to meet the 30th April deadline. However, not submitting the accounts on time will mean a red line is put under UHI Inverness on the OSCR website and will remain in place for 3 years. This would create new, this time reputational risk, as anyone who searches for UHI Inverness via OSCR would see this red line. This could also potentially mean we would lose out when applying for grants and other funding, through no fault of our own.

INVERNESS COLLEGE UHI - BOARD OF MANAGEMENT MEETINGS - 2024/2025 SCHEDULE

	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25			
Sat							1	1							
Sun		1			1		2	2			1				
Mon		2			2		3	3			2				
Tue		3		1 Board	3		4	4 Audit	1		3 Audit	1			
Wed		4		2	4	1	5	5	2		4	2			
Thu	1	5		3	5	2	6	6 F&GP	3	1	5 HR	3			
Fri	2	6		4	6	3	7	7	4	2	6	4			
Sat	3	7		5	7	4	8	8	5	3	7	5			
Sun	4	8		6	8	5	9	9	6	4	8	6			
Mon	5	9		7	9	6	10	10	7	5	9	7			
Tue	6	10	Audit	8	10	LT&R	7	11 Board	11 LT&R	8	10 LT&R	8			
Wed	7	11		9	11		8	12 Board	12	9	11	9			
Thu	8	12	F&GP	10	7 Chairs, S&N & PR&R	12 Joint Audit & F&GP	9	13	13 HR	10	12 F&GP	10			
Fri	9	13		11	8	13	10	14	14	11	13	11			
Sat	10	14		12	9	14	11	15	15	12	14	12			
Sun	11	15		13	10	15	12	16	16	13	15	13			
Mon	12	16		14	11	16	13	17	17	14	16	14			
Tue	13	17		15	12	17 Board	14	18	18	15	17	15			
Wed	14	18		16	13	18	15	19	19	16	18	16			
Thu	15	19	HR	17	14	HR	19	20	20	17	19	17			
Fri	16	20		18	15	20	17	21	21	18	20	18			
Sat	17	21		19	16	21	18	22	22	19	21	19			
Sun	18	22		20	17	22	19	23	23	20	22	20			
Mon	19	23		21	18	23	20	24	24	21	23	21			
Tue	20	24	LT&R	22	19	24	21	25	25 Board	22	24	22			
Wed	21	25		23	20	25	22	26	26	23	25	23			
Thu	22	26		24	21	26	23	27	27 Chairs, S&N & PR&R	24	26	24			
Fri	23	27		25	22	27	24	28	28	25	27	25			
Sat	24	28		26	23	28	25	29	29	26	28	26			
Sun	25	29		27	24	29	26	30	30	27	29	27			
Mon	26	30		28	25	30	27	31	31	28	30	28			
Tue	27			29	26	31	28			29		29			
Wed	28			30	27		29			30		30			
Thu	29	Chairs, S&N & PR&R		31	28		30			29	Chairs, S&N & PR&R	31			
Fri	30				29		31			30					
Sat	31				30					31					
Sun															
College Closed/Academic Holidays	Additional School Holidays for the Highlands		Audit Committee		Tuesday 8.30 a.m.		F&GP Committee		Thursday 9.00 a.m.		LT&R Committee		Tuesday, 4.30 p.m.		Board Away Day - 07 February 2024
Chairs, S&N & PR&R	Thursday 8.30 a.m.		Joint Audit & F&GP Committee		Provisional Date - moved to Jan '24, date tbc		HR Committee		Thursday 9.00 a.m.		Board of Management		Tuesday, 4.30 p.m.		

Board of Management

Terms of Reference

Membership

The membership of the Board will be as determined by Schedule 2 to the Further and Higher Education (Scotland) Act 1992 as amended by the Post 16 Education (Scotland) Act 2013

Our membership is made up as follows:

- Up to 13 Non-Executive Members
- Principal of UHI Inverness
- Teaching Staff Member Representative
- Support Staff Member Representative
- 2 x HISA Representatives

Co-opted members can attend the Board of Management Meeting but do not make up the membership of the Board.

The Vice Chair of the Board or another nominated member of the Board of Management, may deputise in the absence of the Chair.

A member of the Executive Management Team may deputise in the Principal's absence.

Quorum

One half or fifty percent of the actual membership of the Board. Ordinary members must be in the majority at the meeting.

Frequency of Meetings

The Board shall meet no less than four times each year.

Specific

The Board has overall strategic responsibility for developing, monitoring, and enhancing the business of UHI Inverness, determining its future direction and fostering an environment in which our mission is achieved, and the potential of all learners is maximised.

The Board of Management must monitor and observe compliance with the statutes, ordinances and provisions regulating UHI Inverness and its framework of governance and, subject to these, take all final decisions on matters of fundamental concern to UHI Inverness.

The following items are retained for approval by the Board, upon advice from or recommendation by the relevant Committee where appropriate and may not be delegated:

Whilst initial discussion or consideration may take place by Committees or individuals, the Board reserves its authority with regard to the undernoted matters:

1. support and enhance the development and implementation of the objectives of the Board
2. final approval of our Strategic Plan and Regional Outcome Agreement
3. approval of the year-end annual report and accounts
4. approval of the annual budget
5. final consideration of the Annual Audit Report
6. approval of the strategic risk register
7. acquisition and disposal of heritable property, subject to approval of the Scottish Funding Council
8. appointment and removal of the Principal
9. appointment and removal of the Governance Officer (in accordance with paragraph D.13 of the Code)
10. approval of the Students' Association constitution and the election regulations for student officers

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11. delegation of functions of the Board including remits of Committees and the Scheme of Delegation
12. the making, amendment, and revocation of the Standing Orders of the Board.

Audit Committee Terms of Reference

Membership

Not less than 5 members of the Board of Management.

At least one member of the Committee should have recent and relevant experience in finance, accounting or auditing.

Co-opted members can sit on the Committee.

Board members not eligible for appointment are the Chair of the Board, the Principal, members elected by the teaching and non-teaching staff of the college and the persons appointed by the Students Association.

No member of the Finance and General Purposes Committee shall also be a member of the Audit Committee

The Chair of the Board and the Principal may be invited to attend meetings.

The Vice Chair of the Committee or another nominated member of the Committee, may deputise in the absence of the Chair.

A member of the Executive Management Team may deputise in the Principal's absence.

Membership of the Committee should satisfy the requirements of the SFC Code of Audit Practice, and/or other appropriate guidance, as may be directed by the Board of Management.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee will meet no less than four times each year.

Remit

The Committee has overall strategic responsibility for developing, monitoring and enhancing the following aspects of the College's operations, and to advise the Board appropriately on:

1. The comprehensiveness, reliability and integrity of assurance of the governance and management of the College.
2. The comprehensiveness, reliability and integrity of assurance of the risk management and business continuity of the College.
3. The comprehensiveness, reliability and integrity of the College's financial management and other internal control and management systems.
4. The effectiveness of arrangements for safeguarding the assets of the College and the public funds at its disposal.
5. The economy, efficiency and effectiveness of the College's activities, including value for money.
6. The effectiveness of the corporate governance and conduct of the College operations.
7. All aspects of the provision of an effective Internal audit service.
8. All aspects of the provision of an effective External audit service
9. Public interest disclosure (whistle-blowing) arrangements.

Specifically, the Audit Committee shall:

1. Monitor, develop, enhance and review the contents of the risk register maintained by the College.
2. Receive, consider and discuss the reports submitted by the College's

- Internal Auditors and progress reports from College Management on the Internal Audit recommendations.
3. Jointly with the Board's Finance and General Purposes Committee support, challenge and enhance the development and implementation of the annual report of the College's external auditors and the associated College financial statements on which that report is based.
 4. Support, challenge and enhance the development of an annual report for the Board of Management which once approved will be shared with the Head of Internal Audit at University of the Highlands and Islands.
 5. Sit privately without any non-members present for all or part of the meeting if it so decides. The Committee will meet privately with the internal and external auditors at least annually.
 6. The Audit Committee shall conduct its business in accordance with the requirements of any guidance and/ or codes of practice issued from time to time by the SFC and/ or any other relevant statutory or regulatory authority, as directed by the Board of Management.
 7. The Audit Committee will observe that the University of the Highlands and Islands are provided with appropriate updates and access to all papers and business to ensure that they are appraised of all aspects being monitored by the Committee.

Chairs Committee Terms of Reference

Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, namely Audit, Human Resources, Learning, Teaching and Research and Finance and General Purposes, the Senior Independent Member and the Principal who is a member *ex officio*.

The Vice Chair of each of the Standing Committees, may deputise in the absence of the Chair of that Committee and a member of the Executive Management Team may deputise in the Principal's absence.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

Consider the membership of the Board's Standing Committees and the overall effectiveness of the Board's Committee Structure and develop and recommend to the Board any amendments or additions considered appropriate.

Support and enhance the development and implementation of:

- effective self-evaluation of the Board, its members, its Standing Committees and its Chairs.
- the annual Board development day programme.

- the Board's training and development programme.
- the Board's stakeholder engagement.

At the special request of the Board, receive and consider matters of special interest which are not within the remit of another Standing Committee.

To support, scrutinise and enhance the functions of the Board in any cases of urgency of which the Chair of the Board, the Vice Chair or the Chair of a Standing Committee or the Senior Independent Member shall be the judge and where it is not practicable to convene a meeting of the Board of Management.

Finance and General Purposes Committee

Terms of Reference

Membership

Not less than five Members of the board of Management including the Chair and Principal who are members *ex officio*.

Co-opted members can sit on the Committee.

The Vice Chair of the Committee or another nominated member of the Committee, may deputise in the absence of the Chair.

A member of the Executive Management Team may deputise in the Principal's absence.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

The Committee has overall strategic responsibility (within the Financial Memorandum between the College and the Regional Strategic Body) for developing, monitoring and enhancing the direction and oversight of the College's financial affairs.

The Committee has strategic responsibility for developing, monitoring and enhancing the College's existing buildings and estates.

The Finance and General Purposes Committee shall:

1. Monitor, develop and enhance the financial position of the college and

report to the Board on any necessary action.

2. Receive, consider and discuss information on non-core grant supported activity including international student and business development activities
3. Support, monitor, challenge and observe the review of the College Financial Regulations.
4. Support, challenge and enhance the development and implementation of the College's finance and estates strategies and associated plans and submit appropriate reports and recommendations to the Board.
5. Support, challenge and enhance the development and review of the effectiveness of financial management and controls within the College.
6. Receive, consider, discuss and approve the annual revenue and capital budgets and final accounts for recommendation to the Board.
7. Support, challenge and enhance the development of recommendations to the Board regarding the level of tuition fees and other charges.
8. Monitor, support, challenge and observe student recruitment and any actions identified.
9. Approve the write-off of bad debts in accordance with both the limits set in the Scheme of Delegation and the authority which the Committee has delegated to the EMT in respect of bad debts.
10. Support, challenge and enhance the development and implementation of the overall risk management strategy of the college.
11. Monitor and observe compliance with relevant College policies and financial statutory and regulatory requirements;
12. Consider and report on Shared Services in so far as they relate to the provision of such services under the remit of this committee
13. Consider and report on issues of procurement giving consideration to value for money
14. Consider and recommend to the Board on all matters relating to the operation of the Arms Length Foundation
15. Ensure that the college's existing buildings and estates are fit for purpose and are maintained to an appropriate standard, meeting all relevant regulatory requirements including the effective provision of Health and Safety arrangements to meet all legislative requirements.

16. Consider and report on any other financial matters which the Board may delegate or refer from time to time.
17. Data Protection arrangements.

Human Resources Committee Terms of Reference

Membership

Not less than five Board Members, including the Chair and Principal who are members *ex officio*.

Co-opted members can sit on the Committee.

The Vice Chair of the Committee or another nominated member of the Committee, may deputise in the absence of the Chair. A member of the Executive Management Team may deputise in the Principal's absence.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

The Committee has overall strategic responsibility for developing, monitoring and enhancing the direction and oversight of all personnel matters relating to the function of the Board of Management as employer of the College's staff.

The Committee shall support, scrutinise and enhance the development and auditing of all human resource strategies and work streams and this shall include:

1. The development and implementation of the Organisation and Professional Development Strategy, Annual Action Plan and the monitoring of actual performance against KPIs.
2. The development and implementation of human resources measures surrounding turnover, absence, diversity and teaching qualifications

3. Monitor and observe that the College has appropriate succession plans in place for senior management, teaching and support staff
4. Receive, consider and discuss all Human Resource policies within the College.
5. Support, scrutinise and enhance the provision of occupational health support, the provision of legal services and consideration of legal guidance provided to us, the provision of computerised human resources systems and a Job Evaluation system.
6. Monitor, develop and enhance—progress with regards Equality, Diversity and Inclusion through our Equality Impact Assessments, our Equality Outcomes and our Mainstreaming Report.
7. Monitor, develop, enhance and observe that the College provides appropriate Staff training and development.
8. Develop, enhance and observe that the College has in place an effective Performance Management framework which is received, considered and discussed through regular statistical reports to the Committee.
9. Support, scrutinise, enhance and observe that appropriate arrangements are in place for effective dialogue with trade unions
10. Support, scrutinise, enhance and observe that pay and conditions of employment are properly determined and that pension arrangements are monitored and observed.
11. Support, scrutinise, and observe that the college is operating within all legal requirements relating to employment law and other legislation affecting employment
12. Support, scrutinise and enhance the development and implementation of appropriate arrangements to provide assurance of the effective and respectful working relations across the EMT and the wider staff body

Learning, Teaching and Research Committee

Terms of Reference

Membership

Not less than five members of the Board, including the Principal *ex officio*, the Teaching Staff Representative and the Student Representatives.

Co-opted members can sit on the Committee.

The Vice Chair of the Committee or another nominated member of the Committee, may deputise in the absence of the Chair.

A member of the Executive Management Team may deputise in the Principal's absence.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

The Committee has overall strategic responsibility for developing, monitoring, and enhancing the direction and performance of learning, teaching and research at the College as part of delivering excellence in the overall student experience, research and impact.

The Learning, Teaching and Research Committee shall:

1. Support, challenge and enhance the development and implementation of the various strategies aligned to the committee and monitor their performance against targets.
2. Observe and recognise trends in education and research and recommend

specific areas of focus for the College.

3. Engage with the progress of the annual HISA Partnership Agreement.
4. Monitor data relating to the student experience and performance at the College.
5. Ensure that the college continues to maintain and improve the quality of its provision and supports lecturers in delivering excellent learning and teaching in line with the [GTCS Professional Standards for Lecturers in Scotland's Colleges](#)
6. Monitor, develop and enhance the College's preparedness for the ongoing, external scrutiny of its provision.
7. Monitor, develop and enhance the Curriculum to ensure that the College meets the needs of students, stakeholders and the local community and is responsive to opportunities.
8. Receive, consider and discuss information on research activity in the college including Research Excellence Framework (REF), funding, curriculum support, student journey, professional development for staff and stakeholder engagement.
9. Receive regular reports from the Students Association and provide support to the college in order to respond to student concerns.
10. Observe, recognise and encourage sharing from both staff and students of emerging good practice across various aspects of provision at the College

Performance Review and Remuneration Committee

Terms of Reference

Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, namely Audit, Human Resources, Learning, Teaching and Research and Finance and General Purposes, and the Senior Independent Member.

The Vice Chair of each of the Standing Committees, may deputise in the absence of the Chair of that Committee and a member of the Executive Management Team may attend in the Principal's absence.

There shall be no co-option to the Committee.

The Chair of this Committee must be a member of the Human Resources Committee, and the Chair of the Human Resources Committee must be a member of this Committee.

The Chair of the Board of Management may not Chair this Committee.

The Committee may be attended, at the invitation of the Chair by members of the College's academic and support staff or by external advisers. The purpose of such an invitation will be to provide specialist information and advice to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet at least twice each year.

Remit

The Committee shall consider, support, scrutinise and implement the remuneration package and conditions of service, and any changes thereof, of the College

Principal and the Executive Management Team (EMT) as is considered appropriate taking into account that the Principal and the EMT should be fairly rewarded for their individual performance and contribution to the College's overall performance and observing, recognising and considering the following:

1. In terms of EMT remuneration, where the College stands in relation to other comparable institutions in the sector ensuring consideration is given to organisations of a similar size and the local market;
2. The Scottish Government's approach to remuneration in the public sector.
3. The relationship between the remuneration of the EMT and that of other employees of the College
4. The benefits granted to the EMT; and
5. The adequacy of pension arrangements and recognise the cost implication of pension arrangements including the pension effect of remuneration.

The Committee shall support, scrutinise and enhance the development and implementation of the annual appraisal of the Principal and Chief Executive by the Chair of the Board and consider and observe the Principal and Chief Executive's continuing professional development.

One member of the Board of Management shall represent the Board on the interview panel for EMT appointments.

The Committee shall consider, support and enhance such other matters relating to the Board of Management which the Chair shall from time to time determine, with consideration given to severance payments.

The Committee shall support, scrutinise and endorse any proposals for severance payments to EMT and any exceptional settlements, which will require to be formally notified to the Board of Management.

Search and Nomination Committee

Terms of Reference

Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, namely Audit, Human Resources, Learning, Teaching and Research and Finance and General Purposes, and the Senior Independent Member.

The Vice Chair of each of the Standing Committees, may deputise in the absence of the Chair of that Committee.

The Principal shall be excluded from membership of the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet as and when required.

REMIT

The Search and Nomination committee shall

1. Consider the skills matrix of current Board Members to determine the skills and experience required of prospective members
2. Agree which UHI Inverness Non-Executive Board members should be on the Selection Panel
3. Ask UHI Executive Office to identify members of the University Court and confirm the recommendation by the committee of an independent person to join the Selection Panel
4. In consultation with UHI Executive Office:
 - a. Agree a timetable for the recruitment and selection process.
 - b. Agree the various forms of advertising to be used to ensure the college meets the College Sector Board Appointments: 2014 Ministerial Guidance

and the requirements of the Public Sector Equality Duty

c. Agree the key information to be included in the advertising material.

Role of UHI as the Regional Strategic Body

UHI Executive Office as the Regional Strategic Body has the overall responsibility for appointment of the Chair and non-executive board members to the Board of Management of UHI Inverness.

The UHI Court has delegated responsibility for the recruitment and selection of the Chair of the Board and non-executive board members to a Selection Panel. The membership of the Selection Panel will be as follows: -

Appointment of the Chair of the Board of Management (5 members)

- Member of the University Court
- Chair of the Regional Strategic Committee
- The Chair of the Board of UHI Inverness
- Board Member of UHI Inverness
- Independent person

Non-Executive members (4 members)

- Member of the University Court
- The Chair of the Board of UHI Inverness
- Board Member of UHI Inverness
- Independent person

UHI | INVERNESS

Subject/Title:	Board Development Plan
Author: [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	26 March 2024
Date Paper prepared:	19 March 2024
Brief Summary of the paper:	<p>This paper presents the draft Board Development Cycle of interconnected activities which will maintain and ensure the effectiveness of the Board. This cycle includes:</p> <ul style="list-style-type: none"> • Recruitment and Cultivation of Board Members • Engagement with Stakeholders • Training and Development of Board Members • Board Effectiveness Reviews <p>From this cycle an Annual Programme for Stakeholder Engagement and an Annual Training Plan will be developed for the upcoming Academic Year.</p>
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with::	Ensuring Board Compliance with Code of Good Governance and Code of Conduct.
<input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	
Resource implications:	Yes / No If yes, please specify: Training costs.
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Risk if Board is not compliant with relevant legislation and governance.

ITEM 09.d

Equality and Diversity implications:	Yes/No If yes, please specify:
Student Experience Impact:	Yes/No If yes, please specify: Board Members to engage with students as part of the Annual Programme of Stakeholder Engagement
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
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 confident actionable in court (s36)
Its disclosure would constitute a breach of the Data Protection Act (s38)	Other (Please give further details)

Further guidance on application of the exclusions from Freedom of Information legislation is available via

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

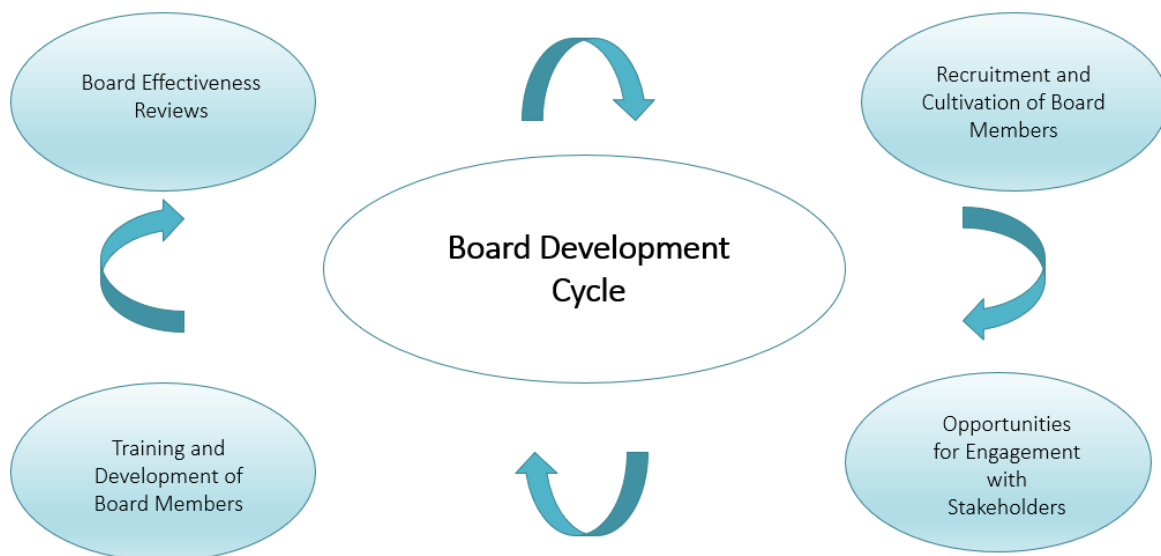
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Background

In order to continue to maintain and enhance our effectiveness and performance as a Board, a Board Development Cycle has been designed.

Board Development Cycle

The Board Development Cycle will be a strategic ongoing process consisting of interconnected activities:



Recruitment and Cultivation of Board Members

A robust induction process is undertaken for all new members which provides them with the necessary knowledge around College Governance, including:

- The Board Member Handbook – this internal document provides members with an introduction to UHI Inverness and their role. The member handbook complements the induction programme and should be used as a permanent resource during a member’s time on the Board. The handbook lays out the College Vision, Values and Commitments and provides members with guidance on the structure of the

College, advises on the role of the Board of Management and provides guidance and information on our Articles of Governance.

- Code of Conduct – the principles of the code and the general conduct which is expected as a Board Member.
- Reading materials to assist members with understanding both the governance of the Board and the Sector Framework.

During the induction process new members are encouraged to meet with the Chair of the Board of Management, the Governance Officer, Committee Chairs and the Principal and EMT.

Opportunities for Engagement with Stakeholders

Board Members have overall responsibility for the strategic direction of the College and whilst they are aware that they should not become involved in operational matters, members should be provided with regular opportunities to engage with all types of stakeholders (including students, staff, partner members and businesses and employers).

Training and Development of Board Members

Board Members should attend regular training, both internal and external.

Actions Required:

To assist with this an Annual Training Plan for members is to be put in place for the upcoming Academic Year. This programme will include:

- Corporate Parenting Training – The Governance Officer will liaise with the Highland Council and all members will undertake this training.
- Finance Training – follow up session will be scheduled for June 2024.
- Health & Safety Training – The Governance Officer is liaising with Health & Safety Manager to identify module/modules that could be added to the induction pack.
- Governance and Transparency Training – session will be offered by CDN in November 2024.

- Board Members will be advised of upcoming OSCR, CDN and any other relevant training. The training plan will be updated as new training sessions are identified.

Board Effectiveness Reviews

The Board has in place a robust system of effectiveness reviews:

- Annual Chair Evaluations are carried out by Committee Members. All feedback is passed to the Chair for discussion during the Board Member Evaluation Process.
- Annual Committee Evaluations are carried out by Committee Members. All items identified as part of this process are highlighted to the Board and actioned as required.
- All Board Members are invited to take part in an annual Evaluation and Development Process. This process allows members to evaluate their own contribution to the Board and its committees over the past year and consider how they can support the effectiveness of the Board. This is a confidential one to one meeting with an appropriate Chair with the discussion focussing on the Core Skills Matrix and the four pillars of Board Development. A development plan is agreed for each member.
- All members are invited to review our adherence to the Code of Good Governance annually.
- The Board undertakes an External Effectiveness Review every 3-5 years.

Next Steps:

The Governance Officer will carry out all highlighted actions and will bring to the Board for approval in June 2024, the Annual Programme for Stakeholder Engagement and the Annual Training Plan for the upcoming Academic Year.

Subject/Title:	KPI Report
Meeting and date:	Board of Management Meeting, 26 th March 24
Author:	Martin Whyte, Operations and Commercial Manager
Decision, Discussion or Noting:	Noting
Link to Strategic Plan:	Links to all strategic objectives
Cost implications:	Yes / No <i>(delete as applicable)</i> If yes, please specify:
Risk assessment:	Yes / No <i>(delete as applicable)</i> If yes, please specify: Financial: Operational: Organisational:

Recommendation(s)

Note the performance measures year to date as at period 7 February 24.

Main body of information

The KPI RAG report for period 7, February 24 accompanies the paper and presents performance for each measure against the target profiled for the period.

Thirty-six measures are in scope year to date.

Twenty measures are satisfactory (Green), eleven unsatisfactory (Red), three marginal (Amber), while two measures (GA and Senior Phase enrolments) are being benchmarked this year and have no target.

In-scope measures will be commented on if there is a change to RAG status or a material change in actual/target since the last report to the Board with data as of period 6.

Comments on specific performance measures

HE Active Applications. Serial 1. RAG 97.4%. HE active applications have increased by 486 since the last report and were 97.4% of plan as at the end of Feb. MIS Manager report will reflect the up-to-date position.

FE Active Applications. Serial 2. RAG 79.4%. FE applications have increased by 447 since the last report and the Rag has improved from 53.7%. The majority of applications are later in the cycle. MIS Manager report will reflect the up-to-date position.

FE Credits. Serial 3. RAG 107.3%. We are 366 credits from achieving our SFC annual Credits threshold. The MIS Manager report will reflect the up-to-date position.

Apprenticeship starts (contract year). Serial 4. RAG 95.9%. One new start recorded in February. Currently 10 behind plan. Further data to be collected

HE PPF FTE. Serial 11. RAG 86%. 1,219 FTE against target 1,418. A small increase in FTE is expected before the year end, however we forecast to be below this target. More recent data is available from the MIS Manager's report.

Modern Apprenticeship successful outcomes. Serial 32. 67.3% performance for period 4. YTD position is 67.8% which is 104% of the benchmark. Positive outcomes continue.

Sickness Levels. Serial 40. RAG 122.3%. 3.4% rate versus 2.78% plan. Sickness rate has declined by 0.2% since the last report with a reduction in long-term absence being seen. Detailed report in Head of HR's report to HR Committee.

Staff Turnover. Serial 43. RAG 68.5%. 2.64% turnover YTD Expectation 3.86% turnover. Details in Head of HR's report.

Number of workplace injuries. Serial 47. RAG 570%. 114 recorded injuries. Latest period had 7 reported injuries, the lowest month YTD. HS&S Manager has details of all injuries and follows up with staff/departments as appropriate.

CO2 Emissions on Utilities. Serial 60. RAG 126.1%. 86 tonnes over expectation YTD. Moving into the milder months we expect to see the monthly emissions decrease, however HS&S and Estates will continue to work with GTFM and colleagues to reduce output. HS&S Manager has confirmed that as the measure relates to tCO₂e on utilities, the data covers all of Scope 2 emissions and the majority of our Scope 1 emissions.

The information is accessible to all department managers and board members via SharePoint at: IN Management Information > Documents > KPI Matrix

Performance Measures

AY: 2023-2024

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2023
Today	06 Mar 2024
Period Month	February
No.Periods YTD	7

Key:	B = Not yet in scope
	R = Not Achieved
	A = Partially Achieved
	G = Achieved

Measure		Measurement Frequency	2022/23 Actual	2023/24 Target	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1334	1,500.0	1,350	1,315	97.4%
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2049	2,300.0	800	635	79.4%
3	FE Credits	Monthly	30569	26,657	24,500	26,291	107.3%
4	Apprenticeship starts (contract year)	Monthly	385	280	245	235	95.9%
5	Apprentices in Learning (average in year)	Monthly	651	650	659	672	103.3%
6	Apprenticeship Income (excluding T&A)	Monthly	£1,248,012	£1,348,050	£744,173	£751,090	100.9%
7	FWDF Income	2 monthly	£294,495	£150,000	£150,000	£289,915	193.3%
8	Commercial Short Course Income	Monthly	£137,191	£129,996	£75,831	£104,089	137.3%
9	HE enrolments (head count)	Monthly	1,986	1,986	1,986	2,048	103.1%
10	HE enrolments (year one starts)	Annual	523	670	670	697	104.0%
11	HE PPF FTE (from Oct)	Monthly	1,251.8	1,418.0	1,418.0	1,219.0	86.0%
12	Research - Income less expenditure	Biannual	£195,223	£150,000	£150,000	£300,658	-200.4%
13	GA Programmes - New Enrolments (confirm monitoring period) (23/24 benchmark yr)	Monthly				92.0	
14	Senior Phase Enrolments (23/24 benchmark yr)	Annual				668.0	
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.3%	96%	96.0%	96.0%	100.0%
23	ESES % Response Rate	Annual		55%		63.3%	115.1%
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	61.0%	65%	65.0%	67.2%	103.4%
33	FE progression to further FE study	Annual	33.8%	35%	35.0%	37.1%	106.0%
34	FE progression to HE - actual	Annual	10.0%	35%	35.0%	30.0%	85.7%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	83.0%	91.7%	91.7%	99%	108.5%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	77.0%	91.7%	91.7%	94%	102.8%
40	Sickness levels	Quarterly	2.80%	2.52%	2.78%	3.40%	122.3%
41	- Short Term	Quarterly				1.79%	
42	- Long Term	Quarterly				1.62%	
43	% Staff turnover	Quarterly	2.37%	3.35%	3.86%	2.64%	68.5%
44	PRD completion - full or review	Quarterly	84%	100%	25%	18%	72.0%
47	Number of workplace injuries	Monthly	26	26	20	114	570.00%
48	Number of RIDDOR reportable accidents and illness	Monthly	1			3	
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	86%	80%	80.0%	76.5%	95.6%
52	Adjusted current ratio	Quarterly		1.7	1.7	2.8	164.7%
55	Cash days in hand	Quarterly		62.0	62.0	88.1	142.1%
58	Analysis of aged debtors > 90 days	Quarterly		50.0%	50.0%	8.1%	16.2%
59	Room Occupancy - Frequency %	Monthly	19.0%	35.0%	34.1%	35.0%	102.6%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	553	553	330	416	126.1%
61	% waste sent to landfill	Quarterly	70.0%	15%	15.0%	17.3%	115.5%
62	Estates reactive task completion rate %	Monthly	96%	95%	95%	94.3%	99.2%
63	GTFM % reactive task completion rate	Monthly	93%	92%	92%	93.1%	101.2%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	88%	78.0%	89.1%