

Meeting	Board of Management
Date and time	Tuesday 05 October 2021 at 4.30 p.m.
Location	VC – Microsoft Teams

Board Secretary
28 September 2021

AGENDA

Welcome and Apologies

Declarations of Interest

16.30 – 17.30 P.M. CLOSED SESSION – CREATIVE SPACE FOR BOARD MEMBERS AND EMT

To Include: Discussion on the role of Inverness College within the Partnership and Strategy Update

ITEMS FOR DECISION

- 1. MINUTES**
 - a) Meeting of the Board of Management held on 28 June 2021
 - b) Meeting of the Board of Management held on 21 July 2021
- 2. OUTSTANDING ACTIONS**

Action List
- 3. POLICY FOR APPROVAL**

Promoting Attendance Policy
- 4. REVIEW OF COMMITTEE TERMS OF REFERENCE**
 - a) Board of Management
 - b) Chairs Committee
 - c) Search and Nomination Committee
 - d) Performance Review and Remuneration Committee
 - e) HR Committee
 - f) Learning, Teaching and Research Committee

ITEMS FOR DISCUSSION

- 5. COVID-19 AND PLANNING FOR 21/22 REPORT**
Report by the Administration Operations Manager
- 6. STUDENT ACTIVITY 2020-21 & ENROLMENT 2021-22**
Report by Information Systems Manager
- 7. STUDENT OUTCOMES 2021-22**
Report by Information Systems Manager
- 8. PRINCIPAL'S REPORT**
Report by Principal
- 9. GOVERNANCE UPDATE**
Report by Board Secretary
- 10. DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES - (CONFIDENTIAL)**
 - a) Minutes of the Finance & General Purposes Committee held on 01 July 2021
 - b) Minutes of the Estates Legacy Project Board held on 15 July 2021
 - c) Minutes of the Chairs Committee held on 09 September 2021
 - d) Minutes of the Search and Nomination Committee held on 09 September 2021
 - e) Minutes of the HR Committee held on 23 September 2021
 - f) Minutes of the Estates Legacy Project Board held on 28 September 2021
 - g) Minutes of the Learning, Teaching and Research Committee held on 28 September 2021

FOR NOTING

- 11. PARTNERSHIP COUNCIL UPDATE**
Issue 09 – 31 August 2021
- 12. HEALTH SAFETY AND WELLBEING MINUTES**
Minutes of Meeting held on 09 June 2021
- 13. AOCB**
- 14. DATE AND TIME OF NEXT MEETING**
14 December 2021 at 4.30 p.m.

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

MINUTES of the MEETING of the BOARD OF MANAGEMENT held via Microsoft Teams, on Tuesday 29 June 2021

PRESENT:	Robyn Kennedy, Innis Montgomery, Chris O'Neil, Ruth McFadyen, Gillian Galloway, Sally Blyth, Donald MacKenzie, Arvinder Kainth, Mark Sheridan, Russell Edwards, Tina Stones
CHAIR:	Mark Sheridan
APOLOGIES:	Kelly Mackenzie, Samantha Cribb, Leanne MacKenzie, Amy Goodbrand
IN ATTENDANCE:	Assistant Principal – Finance and Audit Assistant Principal – Operations and External Relations Assistant Principal – Student Experience and Quality Assistant Principal – Academic and Research Board Secretary Laurie Symon, Student Association Coordinator
OBSERVER:	Bonnie Crawford

Declarations of Interest

No declarations of interest were noted.

The Vice Chair welcomed everyone to the meeting.

Death of Student

The Board took the opportunity to reflect on the recent loss of student Lee Shewan and passed on their deepest sympathies and sorrow to all who knew Lee. The HISA President extended thanks to both the Principal and EMT members for the support which had been offered to both students and staff members in the wake of this tragedy.

Chair of Board of Management

The Board noted that Sarah Burton has resigned from her role as Chair of the Board of Management, and offered their thanks for all her commitment to Inverness College over the years.

The Board noted that the recruitment process for a new Chair would be carried out in partnership with the University of the Highlands and Islands and that whilst this process is taking place we would appoint an Interim Chair for the period of up to 6 months.

ITEM 01a

The Board Secretary highlighted that a call for nominations for the role of Interim Chair was made on 24 June 2021 and that Mark Sheridan had been nominated and seconded. Mark took this opportunity to set out his position and experience for the role.

Members of the Board of Management were asked to support the nomination via a secret ballot on JISC Surveys.

Decision: The Board Secretary advised that the results of the ballot were 9 votes supporting the nomination of Mark Sheridan, 0 votes against and 0 abstentions. The Board of Management was advised that UHI would now have to ratify this decision and formally appoint Mark Sheridan to the role of Interim Chair.

Presentation – HISA Elections 2021

The Student Association Coordinator took the Board of Management through the results of the HISA Elections for 2021. The Board congratulated the coordinator on the detail and quality of the data presented, noting that such elections normally drew a lot of support due to the community nature of the events. The Board also noted that the number of students voting had decreased across the whole of the UHI partnership and the reasons that may have contributed to this were discussed. The Board of Management highlighted the increased number of complaints received during the election process and was advised that HISA were not unduly concerned with this as the anecdotal evidence suggests that this is fairly representative of the entire sector. However the Student Association Coordinator did advise that if the level of complaints remains high or further increases during the 2022 elections then this may prove a cause for concern and will be further investigated.

The Board of Management thanked the HISA Team for the comprehensive set of data and for the work that they have undertaken to ensure that the elections were conducted appropriately.

The Board extended their congratulations to all those elected.

The Student Association Coordinator left the meeting.

1. MINUTES OF THE BOARD OF MANAGEMENT MEETING HELD ON 01 APRIL 2021

Decision: The minutes of the Board of Management Meeting held on 01 April 2021 were **AGREED** as a correct record and were **APPROVED**.

2. OUSTANDING ACTIONS

Number of Committee Meetings per year – the Board Secretary advised that the review of the Committees is due to take place over July-August in conjunction with the Inverness College Committee review.

Action: An update on the review of Committees including a review of the frequency of meetings will be brought to the October meeting for further discussion.

3. POLICIES FOR APPROVAL

a.) Freedom of Information Policy

The Board of Management considered the updated Freedom of Information Policy which had been recommended for approval by the Audit Committee.

Decision: The Board of Management **AGREED** to the proposed changes to the Freedom of Information Policy.

b.) Food Safety Policy

The Board of Management considered the updated Food Safety Policy which had been recommended for approval by the Audit Committee. The Board discussed food allergies and how this is feed into the policy and was advised that we continue to ensure that we remain compliant and engage with all current legislation to ensure best practice and that all staff are trained to the appropriate level.

Decision: The Board of Management **AGREED** to the proposed changes to the Food Safety Policy.

c.) Health, Safety and Wellbeing Policy

The Board of Management considered the updated Health, Safety and Wellbeing Policy which had been recommended for approval by the Audit Committee.

Decision: The Board of Management **AGREED** to the proposed changes to the Health, Safety and Wellbeing Policy.

d.) Marketing and Communications Policy

The Board of Management considered the updated Marketing and Communication Policy which had been recommended for approval by the Audit Committee.

Decision: The Board of Management **AGREED** to the proposed changes to the Marketing and Communications Policy.

e.) Professional Review and Development Policy

The Board of Management considered the updated Professional Review and Development Policy which was recommended for approval by the HR Committee. The Board welcomed the additional recognition within the policy surrounding the quality of lecturing and endorsed the inclusion of a mid-year review.

Decision: The Board of Management **AGREED** to the proposed changes to the Professional Review and Development Policy.

f.) Student Support Funds Policy

The Board of Management considered the updated Student Support Funds Policy which was recommended for approval by the F&GP Committee. The Board noted that was a partnership wide policy.

Decision: The Board of Management **AGREED** to the proposed changes to the Student Support Funds Policy.

g.) Tertiary Learner Support Policy

The Board of Management considered the updated Tertiary Learner Support Policy which was recommended for approval by the LT&R Committee. The Board noted that this too was a partnership wide policy.

Decision: The Board of Management **AGREED** to the proposed changes to the Tertiary Learner Support Policy.

h.) UHI FE Waiver Policy

The Board of Management considered the updated UHI FE Waiver Policy which was recommended for approval by the F&GP Committee. The Board noted that the revisions to this policy were driven by updates to legislation.

Decision: The Board of Management **AGREED** to the proposed changes to the UHI FE Waiver Policy.

4. PARTNERSHIP AGREEMENT

The Principal spoke to his paper providing the Board of Management with a background to the Partnership Agreement. The Board noted that legal advice had been sought to review the proposed agreement and a number of serious concerns had been highlighted as a result of this advice. The Principal advised that today an email had been circulated by the Chair of Perth College which clarified their position.

A lengthy confidential discussion around the agreement took place which focused on mutuality within the agreement, our knowledge of the local area, costs surrounding legal advice, current partnership initiatives and shared policies, risks of not signing the agreement and how agreement may be achieved.

Decision: The Board of Management **AGREED** to the acceptance of the proposed review of the agreement timeline; but **DID NOT AGREE** to the signing of the agreement in its current form.

Action: A progress update on the timeline will be taken and discussed at each Board Meeting to ensure that the Partnership is delivering on the agreed timescales.

Action: The Interim Chair will prepare a response on behalf of Inverness College which will clarify our position. This response will be circulated to Board members for comments before the final version is circulated to the University of the Highlands and Islands and Partner Colleges.

5. REVENUE BUDGET AND CAPITAL EXPENDITURE 2021/22

The Assistant Principal – Finance and Audit advised the Board that an Extraordinary Meeting of the Finance and General Purposes Committee is due to be held on 01 July 2021 to discuss and approve the Revenue Budget and Capital Expenditure for 2021/22.

Discussions on this year's position, the anticipated position for 21-22 and concern over the implementation of flat funding for 22-23 was discussed.

Action: The Board Secretary will circulate the Revenue Budget and Capital Expenditure papers to all following the Extraordinary Finance and General Purposes Committee being held on 01 July 2021. A poll for potential dates for an Extraordinary Board of Management meeting to review and give final approval to these papers will also be sent out. The Board noted that the deadline for approval of these documents is 31 July 2021.

6. COVID 19 AND PLANNING FOR 21/22

The Assistant Principal – Operations and External Relations spoke to the jointly prepared paper which provided the Board with an update of our response to the ongoing pandemic and the impact of this on planning for 21-22 highlighting in particular deferred learning, additional credits which have been allocated to us to support students, the potential move to no mandatory social distancing from 10 August 2021 and the guidance on hybrid working which has been produced.

The Board discussed the potential move to no social distancing, vaccinations for younger age groups and lateral flow testing and noted that Inverness College would continue to follow all Scottish Government advice and that Heads of Departments are continuing to adjust timetables to ensure that classes can be taught both onsite and online

A lengthy discussion around student resilience took place with the Board noting that the SFC have made additional funding available for student mental health.

The Board gave their thanks to all staff for their hard work over the past year to ensure that our core business has continued to be delivered to a high standard.

7. PRINCIPAL'S REPORT

The Principal spoke to his report, addressing again the tragic death of a student within the halls of residence. The Board noted that once all necessary formal

processes have been completed we will review our policies and procedures relating to the halls of residence.

The Board noted that the EMT Restructure is now complete with 3.6 Assistant Principal positions now filled. The Board Working Group for the restructure met for a final time on 21 May 2021 and expressed confidence with how the process was carried out. A lengthy discussion surrounding the Distributed Leadership Model took place.

Presentation – Talent Management Framework

The Assistant Principal – Operations and External Relations took the Board through her presentation on the talent management framework highlighting that feedback from staff was currently being sought and that the framework would be subject to further scrutiny from the HR Committee with significant work still to be implemented before the strategy document would be available to bring to the Board of Management for final comment and decision.

The Board was advised of the areas which are to be prioritised such as workforce planning, recruitment and selection, induction and engagement, professional development, organisational performance management and succession planning.

The Board welcomed this analysis and gave their thanks for the Assistant Principal – Operations and External Relations for this presentation.

8. GOVERNANCE UPDATE

The Board Secretary spoke to her report and reiterated the process for appointing a new Chair and that the review of all committees and their terms of reference will be carried out over the summer. The Board was also updated with regards the annual review of the Code of Good Governance and the development of a questionnaire for Board Members in relation to hybrid meetings.

The Board Secretary advised that the previously approved Schedule of Meetings for 2021/22 had been amended to reflect a change of date for the Joint Audit and Finance and General Purposes meeting. The Board noted that this amendment has been at the request of our External Auditors.

Decision: The Board **AGREED** the change to the Schedule of Meetings for 2021/22.

Action: The Board Secretary will make the updated version available on our website.

The Board Secretary advised that following discussions Sally Blyth had agreed to take on the role of Vice-Chair for the HR Committee and Arvinder Kainth had agreed to take on the role of Vice-Chair for the Learning, Teaching and Research Committee.

Decision: The Board **RATIFIED** the appointment of Sally Blyth as Vice-Chair for the HR Committee and the appointment of Arvinder Kainth as Vice-Chair for the Learning, Teaching and Research Committee.

9. DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES

The Board of Management noted the contents of the following minutes:

- Minutes of the HR Committee held on 11 March 2021
- Minutes of the LT&R Committee held on 16 March 2021
- Minutes of the Estates Legacy Project Board held on 17 March 2021
- Minutes of the Estates Legacy Project Board held on 27 April 2021
- Minutes of the HR Committee held on 27 May 2021
- Minutes of the Audit Committee held on 01 June 2021
- Minutes of the Chairs Committee held on 03 June 2021
- Minutes of the LT&R Committee held on 08 June 2021
- Minutes of the F&GP Committee held on 10 June 2021

10. UHI COURT – QUARTERLY UPDATE

The Board of Management noted the contents of the report for the period 01 March – 31 May 2021.

11. NOTES FROM REGIONAL STRATEGIC COMMITTEE MEETING

The Board of Management noted the contents of the minutes of the Regional Strategic Committee Meeting held on 04 May 2021.

12. HEALTH AND SAFETY AND WELLBEING MINUTES

The Board of Management noted the contents of the minutes of the Health, Safety and Wellbeing Committee Meeting held on 10 March 2021.

13. AOCB

ELCC Lease

The Board of Management was advised that approval for the ELCC Lease to be signed by the Interim Chair was required. The Assistant Principal – Operations and External Relations took the Committee through the pertinent points of the lease highlighting in particular the start and end dates along with break out clauses.

Decision: The Board **APPROVED** the signing of the lease for the ELCC.

Harbourside Lease

The Board of Management noted that this lease had been signed and that a copy of the lease had been provided for information purposes only.

Other Business

The Interim Chair gave thanks to all staff and board members for their hard work over the past year.

Bonnie Crawford, HISA Representative was introduced to the Board. The Board Members welcomed her and look forward to seeing her at future meetings.

14. DATE OF NEXT MEETING

- A further Board of Management Meeting will be arranged for July 2021 to approve the Budgets for 2021-22.
- Tuesday 5th October 2021 at 4.30 p.m.

MINUTES of the EXTRAORDINARY MEETING of the BOARD OF MANAGEMENT held via Microsoft Teams, on Wednesday 21 July 2021

PRESENT: Robyn Kennedy, Innis Montgomery, Chris O'Neil, Ruth McFadyen, Sally Blyth, Donald MacKenzie, Mark Sheridan, Kelly MacKenzie, Russell Edwards, Samantha Cribb.

CHAIR: Mark Sheridan

APOLOGIES: Gillian Galloway, Arvinder Kainth, Tina Stones, Leanne MacKenzie, Amy Goodbrand, Assistant Principal – Academic and Research

IN ATTENDANCE: Assistant Principal – Finance and Audit
Assistant Principal – Operations and External Relations
Assistant Principal – Student Experience and Quality
Board Secretary

Declarations of Interest

No declarations of interest were noted.

The Chair welcomed everyone to the meeting.

1. REVENUE BUDGET 2021-22

The Assistant Principal – Finance and Audit presented the Revenue Budget for the year 01 August 2021 – 31 July 2022 providing a background to the budget preparation and advising that this had been recommended for approval by the Finance and General Purposes Committee at a meeting held on 01 July 2021.

The Board commented on and discussed staff costs, overhead costs, IT costs and highlighted the additional monies and funding which had been made available in response to Covid-19.

A lengthy discussion on the deficits within the refectory and research departments took place. It was highlighted to the Board that the deficit within the research department is expected to reduce and a number of reasons behind this deficit were discussed - most notably the way payments are received retrospectively with current payments being made for 2014. In respect of the refectory the Assistant Principal – Operations and External Relations noted that some of the losses for the current year have been offset by the Furlough Scheme and advised that the deficit is expected to reduce further as we are able to welcome more staff and students back onto campus and that under normal conditions the refectory would achieve a zero budget.

Innis Montgomery joined the meeting

The Board enquired as to whether thought had been given to setting aside funds to assist with training and development of staff in relation to the new distributed leadership model. The Principal reported that the budgets included monies for staff training under professional development and that conversations were taking place to ascertain the types of training that may be available in respect of distributed leadership. The Assistant Principal Finance and Audit advised that he was open to proposals for budget increase with appropriate case being made.

Additional discussions surrounding student applications, changes to how UHI funds are to be allocated this year, support services offered to students and the additional funding which has been received from SFC in respect of this.

Decision: The Board of Management **APPROVED** the revenue budget for 2021-22.

2. FINANCIAL FORECAST RETURN – PERIOD TO 31 JULY 2021

The Assistant Principal – Finance and Audit presented the Financial Forecast Return for the period to 31 July 2021 highlighting that the figures were taken from the Revenue Budget, Estimated Outturn and Capital Budgets and advising that this had been recommended for approval by the Finance and General Purposes Committee at a meeting held on 01 July 2021.

The Board welcomed the narrative which the Assistant Principal – Finance and Audit had presented with the summary.

Decision: The Board of Management **APPROVED** the Financial Forecast Return for the period to 31 July 2021.

3. CAPITAL BUDGET 2021-22

The Assistant Principal – Finance and Audit presented the Capital Budget for the year 2021-22 highlighting that figures within this budget were slightly less than those for the year 2020-21; explaining that this was due to having received Covid-19 monies within the 2020-21 capital budget. The Assistant Principal – Finance and Audit advised the Board that this had been recommended for approval by the Finance and General Purposes Committee at a meeting held on 01 July 2021.

The Assistant Principal – Finance and Audit advised the Board that we have faced challenges with spending capital monies this year and explained that this was as a result of the need to ensure that we adhere to the parameters which relate to both the building and GTFM. The Board noted that an updated Estates Strategy is being composed which will hopefully assist us with identifying and agreeing procedures to simplify the process.

Additional discussions surrounding problems around equipment replacement and the need for an equipment replacement programme took place. This would appear to be a UHI-wide issue which should be discussed further with the Partners and EO.

Action: The Board Secretary will set aside creative time for the Board to further look at, discuss and assist the Executive Management Team to develop strategies around the spending of capital monies and equipment replacement within future Board Meetings.

Decision: The Board of Management **APPROVED** the Capital Budget for the year 2021-22.

4. FEES 2021-22

The Assistant Principal – Finance and Audit presented the fees for the year 2021-22 highlighting the work that has been undertaken to align the fees of Inverness and North Highland College and advising that this had been recommended for approval by the Finance and General Purposes Committee at a meeting held on 01 July 2021.

The Assistant Principal – Finance and Audit apologised for the delay in this paper highlighting that work on this exercise had been delayed due to the cyber incident.

The Board discussed market sustainability, the range of course fees within the sector, fee drivers, student fee waivers and subsidises.

Decision: The Board of Management **APPROVED** the Fees for the year 2021-22.

5. DATE OF NEXT MEETING

Tuesday 5th October 2021 at 4.30 p.m.

Board of Management – List of Outstanding Actions

01 April 2021				
Number of Committee Meetings per year	The number of meetings for each Committee to be looked at as part of the proposed Committee and Agenda reviews taking place in July – August. An update will be brought to the October BOM meeting.	Board Secretary, Chair of Committees and EMT	October 2021	
29 June 2021				
Partnership Agreement	A progress update on the timeline will be taken and discussed at each Board meeting to ensure that the partnership is delivering on the agreed timescales.	Principal	Ongoing	
21 July 2021				
Capital Budgets	The Board Secretary will set aside creative time for the Board to further look at, discuss and assist the EMT to develop strategies around the spending of capital monies and equipment replacement.	Board Secretary & Interim Chair	Ongoing	

Board of Management Committee

Subject/Title:	Promoting Attendance Policy
Author: [Name and Job title]	Nicola Quinn, HR Manager
Meeting:	Board of Management Committee
Meeting Date:	5 th October 2021
Date Paper prepared:	30 th September 2021
Brief Summary of the paper:	The HR Committee is asked to approve the Promoting Attendance Policy. The Promoting Attendance Policy was approved at Policy & Procedure Review Panel on 9/3/21, EMT Committee on 22/7/21, and HR Board Committee on 23/9/21.
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	JCC & all staff consultation.

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



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PROMOTING ATTENDANCE POLICY

REFERENCE: PL/HR/2019/

Policy Owner	Director of Organisational Development Principal and Chief Executive Officer
Lead Officer	HR Manager
Review Officer	HR Business Partner
Date first approved by BoM	9 June 2008
First Review Date	29 March 2011
Date review approved by BoM	
Next Review Date	December 2018
Equality impact assessment	Yes
Further information (where relevant)	<u>n/a</u>

Reviewer	Date	Review Action/Impact
HR Manager	29.03.11	Review Approved
HR Manager	20.12.16	Review Approved

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1. Policy Statement

The College is committed to maintaining a healthy and productive workforce and aims to achieve this through a positive approach which promotes attendance. In doing so, this ensures the College operates effectively, providing the necessary support for staff and ~~thereby contributes to the ongoing delivery of~~ continuing to deliver a high quality ~~student experiences~~ service to the students.

~~Through promoting a culture of supportive management and a high standard of staff health and wellbeing, the College aims to prevent unnecessary or avoidable absence wherever possible, thereby reducing the need for absence management. The College is committed to ensuring~~ However, where absence does occur, that staff experiencing ill health ~~are~~ will be treated fairly, reasonably, consistently, and with understanding and sensitivity and equity with others. Furthermore, it ~~acknowledges~~ it is acknowledged that the impact sickness absence has an impact on the College and other staff, in terms of increased workload for colleagues, disruption to work ~~and replacement costs~~, and subsequently, College performance ~~therefore the performance of the College~~. The ~~P~~romoting Attendance policy and procedure aims to provide a template for managing staff absence by clarifies ~~clarifying~~ individual responsibilities and enables providing line managers with guidance on how to ~~to promote attendance~~, manage, monitor and minimise absence, and encourage a supportive return to work ~~provide employees with the support needed to return to work when well enough to do so~~.

~~The overriding aim of this policy and the supporting procedures is to ensure a healthy, productive workforce which maximises attendance and therefore gives our students the best possible experience at Inverness College.~~

The main objectives of this policy are:

- To encourage and support staff to maximise-maintain optimum attendance at work and/or to help facilitate a sustained return to work.
- To ensure ~~that staff returning to work from sickness absences~~ receive appropriate-maximum support to assist them in attending work from their manager and identified support bodies as necessary.
- To ~~ensure~~ provide a consistent framework to staff and line managers a standard procedure is followed regarding ~~t~~ for ~~he~~ reporting, monitoring and ~~control-managing of~~ sickness absence.
- To encourage productive communication around health and wellbeing.
- To identify those staff requiring additional support to return to work and/or to undertake their duties, identifying any reasonable adjustments required.
- To ensure a) line managers are aware of their responsibility in promoting attendance and managing sickness absence and b) staff are aware of their responsibilities whilst absent ~~staff, line managers and HR are aware of their responsibilities in relation to sickness absence~~.
- To ensure the College acts in a fair, reasonable and consistent manner when dealing with sickness absence.

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- To minimise the impact of staff absence on the College and the service it provides to the students.

2. Legislative frameworks/_related policies

~~Data Protection Act 2018~~ General Data Protection Regulations (GDPR) 2018

Access to Medical Reports Act 1988 (AMRA)

Equality Act 2010

Employment Rights (Dispute Resolution) Act 1998

ACAS Guidelines and Best Practice

Health and Safety at Work Act 1974

~~2.1.~~ Inverness College UHI Staff Disciplinary Policy ~~Procedure~~ Policy

Inverness College's Promoting Attendance Policy

Inverness College UHI Performance Improvement Policy

Inverness College UHI Staff Code of Conduct Policy

Inverness College UHI Dignity in the Workplace Policy

~~Reference to sick pay and full and half pay entitlements according to service are in line with those set out in contracts of employment and the relevant terms and conditions as they relate to academic and support staff.~~

~~2.8~~ General Data Protection Regulation (GDPR)

3. Scope

This policy applies to all staff ~~within~~ employed at Inverness College.

In particular:

- ~~— To encourage staff to maximise and promote attendance.~~
- ~~— To ensure staff are aware of their responsibilities to keep in contact while absent and in advance of returning to work.~~
- ~~— To ensure a standard procedure is followed regarding the reporting, monitoring and control of sickness absence.~~
- ~~To ensure line managers are aware of their responsibilities to manage and promote sickness/absence~~ attendance.

4. Definitions

<u>Term</u>	<u>Definition</u>
<u>Short-term absence</u>	<u>A period of sickness absence:</u> <u>lasting less than 2 calendar weeks for stress/anxiety, or</u> <u>lasting less than 4 calendar weeks for any other reason.</u>
<u>Long-term absence</u>	<u>A period of sickness absence:</u>

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	<p><u>lasting 2 calendar weeks or more for stress/anxiety, or</u></p> <p><u>lasting 4 calendar weeks or more for any other reason.</u></p>
<u>Absence trigger</u>	<p><u>10 or more days absence in a 12-month rolling period, or</u></p> <p><u>4 or more episodes of absence in a 12-month rolling period.</u></p>

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4.5. Compliance Responsibilities

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

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5.1. Human Resources (HR)

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- Provide advice, guidance and support to managers and staff on absence management, capability, and other related policies.
- Provide information to managers on absence levels, highlighting issues or patterns which give cause for concern.
- Provide advice on the legal requirements and implications when dealing with sickness absence cases.
- Attend meetings and hearings as requested to provide advice and support.
- Advise on strategies for reducing sickness absence on an individual, departmental and organisational basis.
- Provide training for managers to support the implementation of the Promoting Attendance Policy and Procedure.
- Monthly and quarterly absence reporting and monitoring.

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~~The successful management of sickness absence depends on the accurate recording and monitoring of absences. The HR department is responsible for providing advice, guidance and support to managers and staff and for auditing the implementation of the policy and procedure. HR is also responsible for maintaining the sickness absence database and notifying individuals on their current and ongoing contractual sick pay position.~~

5.2. Line Managers

- Maintain accurate records of staff absence within CIPHR.
- Open absence record within the HR database on the same day as being advised of absence (see Appendix C).
- Hold a 'Welcome Back to Work' discussion with staff on the first day back or as soon as practicably possible thereafter (and no longer than 3 working days)

after return) for every absence and submit the completed 'Welcome Back to Work' form to the [Human Resources](#) department (Appendix A).

- [Ensure staff close absences within the HR database system upon return to work.](#)
- [Seek advice from Human Resources in relation to referring staff to Occupational Health \(OH\).](#)
- [Complete OH management referrals and meet with staff to discuss OH report once received.](#)
- [Progress OH recommendations where reasonable and appropriate.](#)
- [Maintain regular contact with staff whilst absent from work, ensuring they are kept informed of organisational changes, particularly those with health, safety, or security implications.](#)
- [Implement informal and formal procedures where necessary with advice from the Human Resources department.](#)
- [Ensure that all staff understand and follow the procedures for reporting absence.](#)
- [Ensure that all staff are supported and encouraged to attend work.](#)
- [Ensure consistent and fair treatment of staff, whilst considering individual circumstances.](#)

5.3. Staff

- [Attend work in accordance with the contract of employment, unless unfit to do so.](#)
- [Raise any concerns in relation to health which may impact on work so that support mechanisms or adjustments may be considered at an early stage.](#)
- [Comply with the sickness absence notification procedures.](#)
- [Maintain regular contact with their line manager as agreed whilst absent from work.](#)
- [Attend medical referrals/ appointments/ review meetings as required.](#)
- [Adhere to safe working practices and procedures and take personal responsibility for own health and wellbeing whilst at work.](#)
- [Participate with Occupational Health \(OH\) treatment, signposting, and referrals, as recommended, to improve health and wellbeing.](#)
- [Participate in scheduled Welcome Back to Work discussions upon return to work following absence.](#)
- [Close absences within the HR system upon return to work.](#)

6. Occupational Health Services (OHS)

[Occupational Health \(OH\) is a medical service which can be utilised for both physical and mental health conditions to:](#)

- [support staff and their managers on how to deal with medical conditions in the workplace](#)
- [help to ensure wellbeing in the workplace](#)

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The College engages in a contract with an external OH service to obtain expert medical advice when an employee is absent, returning to work following absence, or suffering from ill-health which is having an impact on them at work.

Following referral, the OH practitioner will carry out an assessment of the employee and report back to the manager to help them to understand what steps they need to take to support the employee.

The service provided by OH includes:

- Providing managers and staff with expert medical advice on health and fitness for work.
- Advising managers and HR on the appropriate course of action to facilitate a timely and sustained return to work for staff, where appropriate.
- Seeking further medical information from GPs and/or specialists where necessary.
- Advising on expected recovery periods and/or return to work dates where possible.
- Making recommendations on ill-health retirement or redeployment on medical grounds as appropriate.
- Providing appropriate management information to HR.
- Adhering to agreed service level agreements (SLAs) and standards.

The OH provider is not a diagnostic service and will not treat medical conditions. Staff requiring treatment or diagnosis should visit their GP and/or specialist.

4.1.1. The OHS is responsible for making recommendations and advising the College on health assessments for individuals who are referred to them by the College and, along with HR and the line manager, supporting individuals towards a sustainable return to work. This will include, but not be limited to: recommend suitable adjustments in the work area where recommendations are required; supporting the College when managing the phased return to work of a member of staff following long term absence. The OHS will also provide an input on all case reviews and advise on ill health retirements.

4.2. •

4.2.1. OHS has an important role in advising the organisation on system improvements and alterations which may assist in maximising staff attendance both in the short and longer term to avoid recurring absence in the future. In support of the College more widely, OHS also may advise on Health Surveillance, Health and Safety, and VDU / workplace assessments.

•

4.3. Line Managers

4.3.1. Line managers must fulfill their responsibilities with regard to attendance management and be aware of the facilities available to support them. Line managers will also ensure that staff complete online absence records accurately, consistently and timeously as detailed in the associated procedures.

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~~4.3.2. Irrespective of the length of absence incurred, 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.~~

~~4.4. Staff~~

~~4.4.1. Individual members of staff have a responsibility to comply with the notification requirements outlined in the procedures that support this policy and to keep the line manager informed as to the length of time they expect to be absent. Notification must be at the earliest opportunity. Should the individual's line manager not be available, the next line manager in the management team must be contacted.~~

7. Monitoring

~~Each college policy will be reviewed regularly, and its implementation and effectiveness monitored, and its implementation evaluated.~~ Appropriate procedures for reviewing and monitoring ~~and evaluation~~ are the responsibility of the policy lead officer. These procedures will be subject to audit by the Quality department ~~Unit~~.

~~The following health and well-being performance indicators will be used to monitor implementation~~ of the Promoting Attendance Policy and Procedure:

~~5.1.1. Percentages of short and long-term absence.~~

~~5.1.2. Average number of sick days per employee.~~

~~5.1.3. Number of interventions to aid return to work.~~

~~5.1.4. Percentage of staff on leave for reasons other than sickness.~~

~~5.1.5. Breakdowns of these PI's performance indicators by department.~~

Further breakdown of these performance indicators will be used to identify any emerging patterns on sickness absence and wider organisational performance.

Monitoring of performance indicators will take place at the SMT Committee and Health, Safety & Wellbeing Committee on a quarterly basis in advance of taking to the Board of Management.

~~5.2.~~

7. Review

7.1 This policy and procedure will be reviewed on at least a 3 yearly basis, or sooner, to continue to meet College requirements and any legislative changes to ensure currency of content. The College will review the policy bi-annually to ensure currency of content, procedures and any new legislative requirements.

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

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Subject/Title:	Terms of Reference
Author: [Name and Job title]	Lisa Ross Board Secretary
Meeting:	Board of Management
Meeting Date:	05 October 2021
Date Paper prepared:	28 September 2021
Brief Summary of the paper:	<p>Terms of Reference for the following Committees:</p> <ul style="list-style-type: none"> • Board of Management • Chairs • Search and Nomination • Performance Review and Remuneration • HR • Learning, Teaching and Research <p>Amendments have been suggested during Committee Review Meetings and at the appropriate Committees. Each Terms of Reference has been recommended for approval by the Board of Management.</p>
Action requested: [Approval, recommendation, discussion, noting]	Approval

Item 04

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)	

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

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

Quorum

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

Frequency of Meetings

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

Specific

The Board has responsibility for overseeing the business of the College, determining its future direction and fostering an environment in which the College mission is achieved and the potential of all learners is maximised.

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

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. determining the objectives of the Board
2. final approval of the College's 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 Board Secretary (in accordance with paragraph D.13 of the Code)
10. approval of the Students' Association constitution and the election regulations for student officers
11. delegation of functions of the Board including remits of Committees and this Scheme of Delegation
12. the making, amendment and revocation of the Standing Orders of the Board.

Item 04b

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.

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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

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

Ensure effective self-evaluation of the Board, its members, its Standing Committees and its Chairs.

Develop the annual Board development day programme.

Oversee the planning of the Board's training and development programme.

Oversee development of the Board's stakeholder engagement.

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

To exercise 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.

ITEM 04c

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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 Inverness College members should be on the Selection Panel
3. Ask UHI 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:
 - 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 as the Regional Strategic Body has the responsibility for appointment of the Chair and non-executive board members to the Board of Management of Inverness College UHI.

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:-

ITEM 04c

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

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

Non-Executive members (4 members)

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

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ITEM 04d.

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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.

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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 and make decisions on the remuneration package and conditions of service, and any changes thereof, of the College Principal and the Executive Management Team (EMT) ~~such other senior staff~~ as is considered appropriate, taking into account:

1. That the Principal and the EMT ~~College senior management~~ should be fairly rewarded for their individual performance and contribution to the College's overall performance
2. Where, in terms of ~~senior management~~ EMT remuneration, the College stands in relation to other comparable institutions in the sector, organisations of a similar size and the local market;
3. The Scottish Government's approach to remuneration in the public sector;
4. The relationship between the remuneration of the ~~senior management~~ EMT and that of other employees of the College
5. The benefits granted to ~~senior management~~ the EMT; and
6. The adequacy of pension arrangements and also the cost implication of pension arrangements including the pension effect of remuneration

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proposals.

The Committee shall review the annual appraisal of the Principal and Chief Executive by the Chair of the Board and review 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 ~~Senior Management~~EMT appointments.

The Committee shall consider such other matters relating to the Board of Management which the Chair shall from time to time determine, in particular in relation to severance payments.

The Committee should endorse any proposals for severance payments to ~~Senior Managers~~EMT and any exceptional ~~settlements which~~settlements, which will require to be formally notified to the Board of Management.

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Human Resources Committee Terms of Reference

Membership

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

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Board Members who are employed at the College may not Chair the Committee.

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 responsibility for 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 oversee the development and auditing of all human resource strategies and work streams and this shall include:

1. Overseeing the Organisation and Professional Development Strategy and Annual Action Plan and monitoring actual performance against KPIs.
2. Overseeing the human resources measures surrounding turnover, absence, diversity and teaching qualifications
3. Ensuring that the College has appropriate succession plans in place for senior management, teaching and support staff
4. Reviewing all Human Resource policies within the College.
5. Overseeing 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. Monitoring progress against Equality Scheme Action Plans with regards Equality, Diversity and Inclusion through our Equality Impact Assessments, our Equality Outcomes and our Mainstreaming Report..
7. Monitoring the Investors in People and Customer Services Excellence standards and Monitoring and ensuring that the College provides appropriate Staff training and development.
8. Ensuring the College has in place an effective Performance Management framework monitored through regular statistical reports to the Committee.
9. Ensuring appropriate arrangements are in place for effective dialogue with trade unions
10. Ensuring that pay and conditions of employment are properly determined and that pension arrangements are monitored
11. Ensuring that the college is operating within all legal requirements relating to employment law and other legislation affecting employment
12. Ensuring appropriate arrangements are in place to provide assurance of the effective and respectful working relations across the EMT and the wider staff body

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Item 04f

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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.

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 ~~monitoring~~ 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. ~~This includes providing support and challenging rhetoric where appropriate.~~

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The Learning, Teaching and Research Committee shall:

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1. ~~Oversee~~ Support, challenge and enhance the development and implementation of the various strategies aligned to the committee and monitor their performance against targets.
2. ~~Recognise~~ Observe and recognise trends in education and research and recommend specific areas of focus for initiatives in the College.
3. ~~Monitor student recruitment, retention and achievement and any actions identified~~
- 4.3. ~~Monitor~~ Engage with the progress of the annual ~~Student Partnership agreement~~ Agreement.
- 5.4. ~~Monitor~~ data relating to the student experience and performance at ~~the~~ College.
6. 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.
- 7.5. ~~Monitor, develop and enhance~~ the College's preparedness for the ongoing, external scrutiny of its provision.
8. ~~Monitor the development of the College's International links~~
- 9.6. ~~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.
- 10.7. ~~Receive, and consider and discuss~~ information on research activity in the college including Research Excellence Framework (REF) ~~REF~~ funding, curriculum support, student journey, professional development for staff and stakeholder engagement.
11. ~~Review the results of the external verification visits carried out throughout the year.~~
- 12.8. ~~Monitor the level and type of complaints received.~~
9. Receive regular reports from the Students Association and ~~monitor provide~~

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Commented [MS4]: Research Excellence Framework

Commented [LS5]: as below – encompassed in the monitoring piece

Commented [LS6]: This would be encompassed in re points above re monitoring quality and data

Item 04f

support to the college in order to respond to student concerns.

13.10. Observe, and recognise and encourage sharing from both staff and students of emerging good practice across various aspects of provision at the College

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Subject/Title:	COVID-19 & Planning for 21/22
Author: [Name and Job title]	Shona MacDonald Administration Operations Manager
Meeting:	Board of Management
Meeting Date:	05 October 2021
Date Paper prepared:	27 September 2021
Brief Summary of the paper:	<p>Overview of the arrangements in place to deal with managing COVID-19 and recording of data.</p> <p>Data is provided showing that our strategies to manage the impact of COVID-19 on campus have been successful.</p>
Action requested: [Approval, recommendation, discussion, noting]	Noting

Item 05

Link to Strategy: Please highlight how the paper links to, or assists with:: <input checked="" type="checkbox"/> compliance <input checked="" type="checkbox"/> partnership services <input checked="" type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change			
Resource implications:	Yes If yes, please specify: Impact on staff and students		
Risk implications:	Yes If yes, please specify: Operational: Impact on all staff and their ability to perform role Organisational: Impact on the student experience		
Equality and Diversity implications:	No If yes, please specify:		
Student Experience Impact:	Yes If yes, please specify: Impact on access to campus and face to face learning.		
Consultation: [staff, students, UHI & Partners, External] and provide detail			
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 maintain oversight of the impact of COVID-19 on Inverness College UHI a COVID-19 Monitoring Group was set up in July 2020. The minutes of these meetings are published.

The group contains representation from the EMT, Academic Staff, Professional Services Staff, Unions and Students. The group meets on a weekly basis to cover issues including updates from the Scottish Government, the UHI Crisis Management Group, protocol compliance, room occupancy, and self/home testing.

The group is by nature reactive. EMT representation at the meeting allows the group to make quick and robust decisions to impact the students and staff accordingly.

Staff and students are aware of the protocols for studying and working on campus via the website, social media and communication channels. These protocols are adapted to suit Government guidance and IC UHI recommendations.

Occupancy Trend 2021/22

Since returning to campus in August 2021 the following on campus student occupancy has been estimated (as predicted by Curriculum Planning):

Week beg	Mon	Tues	Wed	Thurs	Fri	TOTAL
23-Aug-21	347	420	455	382	760	2364
30-Aug-21	874	856	1032	842	905	4509
06-Sep-21	1323	1107	1114	972	1176	5692
13-Sep-21	1576	1333	1267	1222	1350	6748
20-Sep-21	1383	1227	1330	1158	1404	6502
27-Sep-21	1371	1199	1379	1103	1424	6476
04-Oct-21	1305	1134	1252	1073	1353	6117

On Campus Rates

The following table indicates the percentage of cases compared to students on campus:-

Week	23-Aug	30-Aug	06-Sep	13-Sep	20-Sep
Positive Student Cases last 10 days	1	5	12	12	15
Student Numbers on campus	2364	4509	5692	6748	6502
%	0.04%	0.11%	0.21%	0.18%	0.23%

The above table above shows that our percentage of on campus cases has been consistently lower than local regional and national case rates.

Subject/Title:	Student Activity 2020-21 and Enrolment 2021-22
Author: [Name and Job title]	Jane MacLennan, Information Systems Manager
Meeting:	Board of Management
Meeting Date:	05 October 2021
Date Paper prepared:	27 September 2021
Brief Summary of the paper:	To provide the Board with a final update of student enrolment and withdrawals for 2020/21, and the status of current enrolments for 2021/22. At the time of writing, the majority of full-time students have enrolled, a verbal update will be provided at the meeting on 5 October 2021.
Action requested: [Approval, recommendation, discussion, noting]	Discussion

ITEM 06

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 – <i>quality of the student experience</i>		
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 Activity 2020-21 and Enrolment 2021-22**Executive summary**

The report provides a summary of the final update of student enrolment and withdrawals for 2020/21, and the status of current enrolments for 2021/22.

The 2020/21 FE Credits target for Inverness College UHI of 29,439 was not achieved. This was due in the main to implications arising from COVID 19, including lower student numbers, a higher early withdrawal rate, the continued “lockdown” and limitations on access to the campus impacting on Modern Apprentices starting and continuing their studies.

However, the UHI Partnership Planning Forum (PPF) target for HE undergraduate students was exceeded by over 100FTE.

Both early and further withdrawals increased in 2020/21, most notably for FE Full Time students.

Enrolment for 2021/22 is ongoing for FE and HE students. Early indications are that enrolments are lower than previous years across both FE and HE, and is mirrored across the UHI partnership.

Main body of information**Student enrolments against targets 2020/21**

- **FE**

The core credit target for 2020/21 was 29,439.

FE	2020/21
Core Credit Target	29,439
Total Credits as at 20/09/2021	23,932

Currently, the total enrolments for 2020/21 at FE level is 3,588 heads generating 23,932 credits, which is 81.3% of our target.

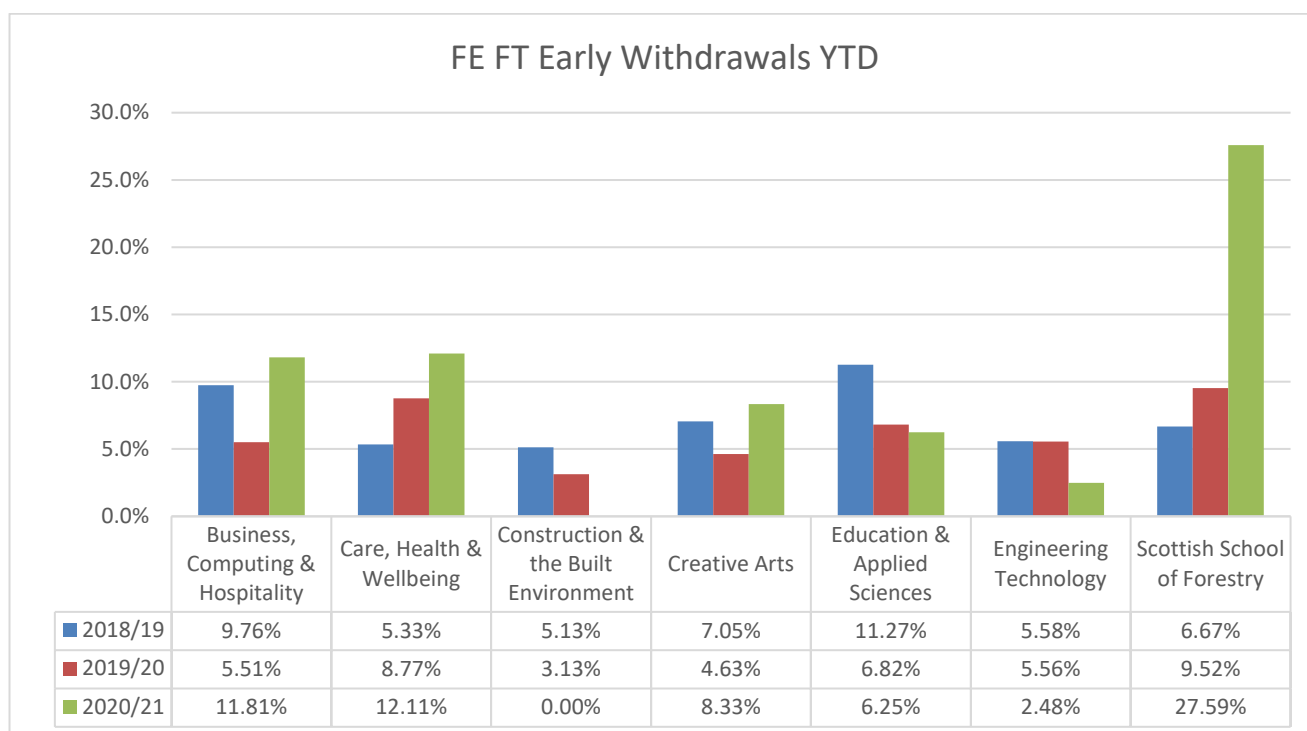
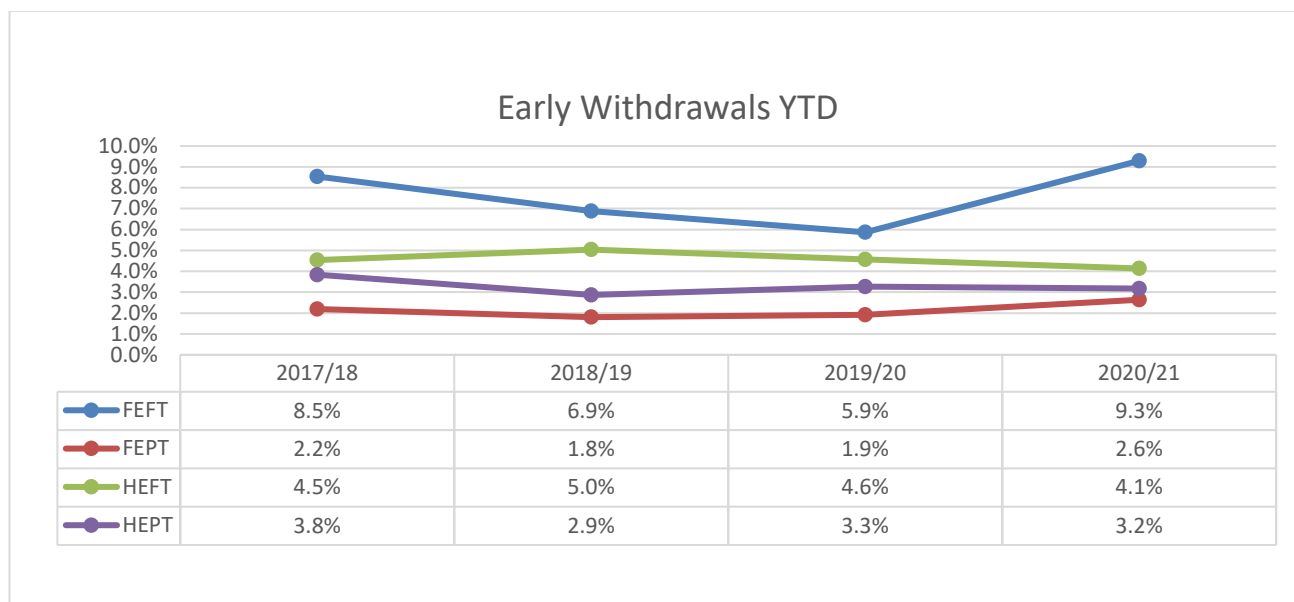
At the time of writing the FES credits audit is ongoing, following this the credits for 2020/21 will be finalised.

- **HE**

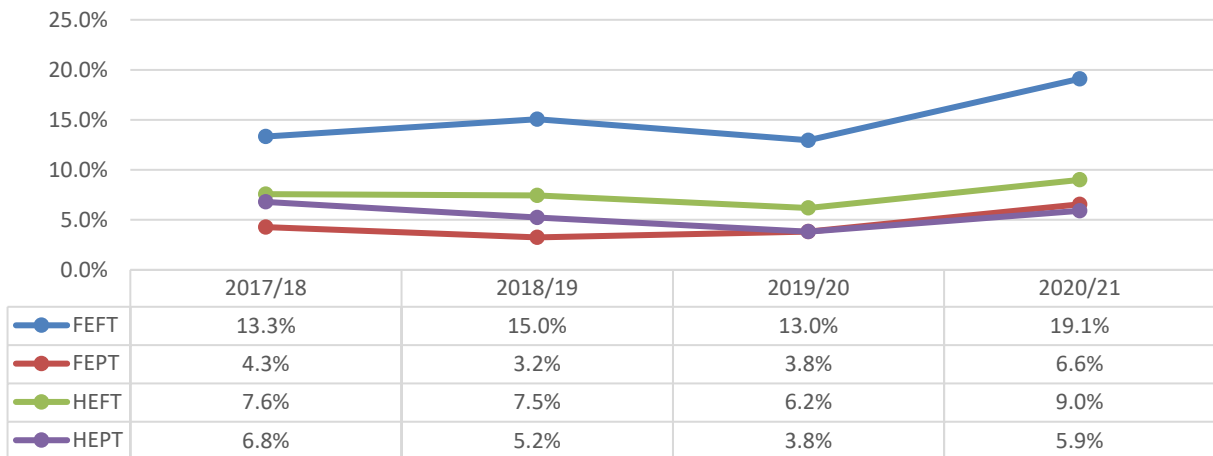
The PPF target for 2020/21 for Inverness College undergraduate students (excluding PGDE) with a fee status of Scottish or European was 1,491 FTE. The final FTE is 1,598 which exceeds PPF target.

End of year withdrawals summary

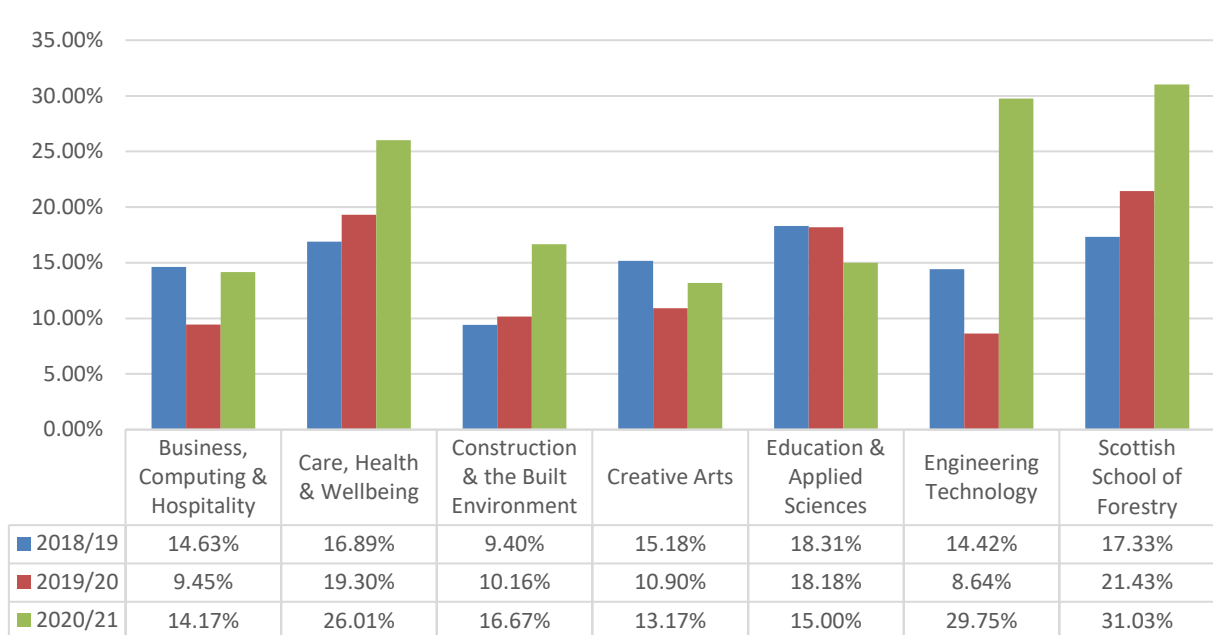
Both early and further withdrawals increased in 2020/21, most notably in FE Full Time. Separate charts showing the increase by curriculum area are included for FE full time student withdrawals.



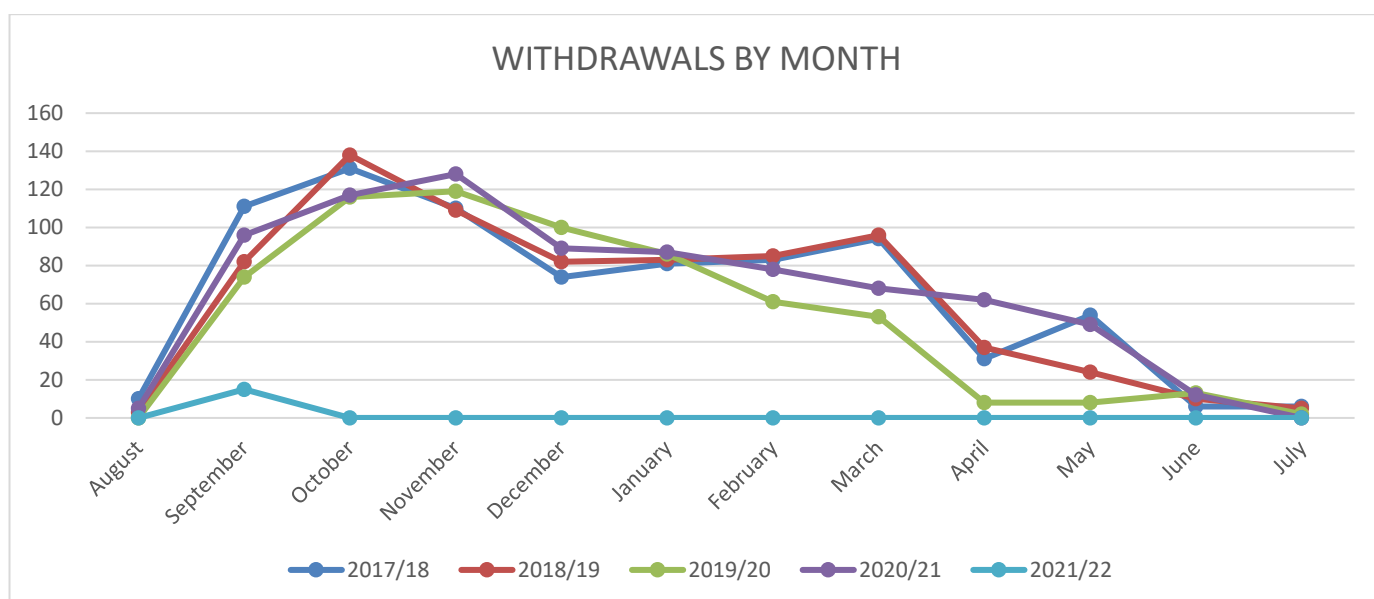
Further Withdrawals YTD



FE FT Further Withdrawals YTD



Withdrawals historically peak in October with a second peak in March, however in 2020/21 these were in November and April.



Enrolment 2021/22

A verbal update on the enrolments will be provided at the meeting.

Enrolment is ongoing for FE and HE students. The majority of FE full time students have enrolled, Modern Apprentices and other part time students will continue to enrol throughout the academic year.

The FE credit target for 2021/22 is 30,695, this includes core and deferred learning.

The PPF target for Undergraduate students who are fundable is 1530.3FTE.

	01/10/2020			27/09/2021		
LEVEL OF STUDY	HEADS	CREDITS	FTE (all students)	HEADS	CREDITS	FTE (all students)
FE Full Time	967	16616		849	14449	
FE Part Time	1108	2030		1449	5138	
HE Full Time	1510		1471.8	1291		1245.7
HE Part Time	752		305.2	824		329.3
Grand Total	4337	18646	1777	4413	19587	1575.1

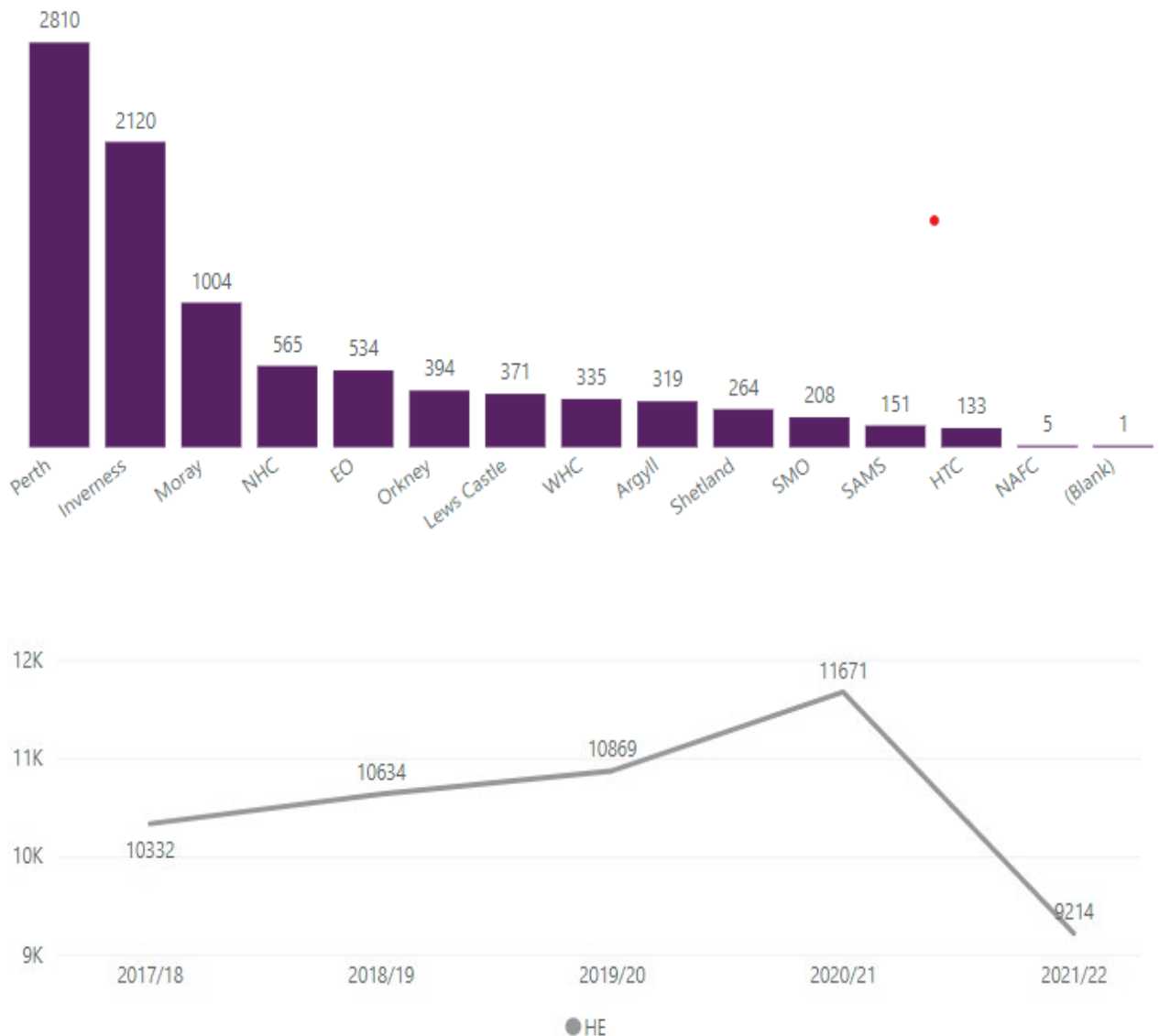
Whilst the Credits generated for FE students is higher at the time of writing, there is a lower proportion of full time students enrolled than in 2020/21. Those still to enrol include mainly block release and work based students who tend to generate fewer credits.

However, as with 2020/21, students who are carrying forward deferred learning from 2020/21 are in the process of being attached to "COVID Deferral" courses to allow us to claim for the additional credits.

An informed forecast against target will be available at the end of October, when the planned hours associated with the deferred learning has been quantified and a check has been undertaken on all courses to ensure the correct credits have been attributed.

ITEM 06

HE full time enrolment is significantly lower than in 2020/21 at Inverness College and across the UHI partnership.



UHI HE enrolments (heads)

Work is ongoing to encourage students to enrol however there have been ongoing issues for both FE and HE students trying to login, this is due to a change to the format of student passwords to increase security which is resulting in increased delays in students being able to enrol.

This has been raised at the Principal's Crisis Management Team and is currently being investigated by UHI Learning and Information Services.

Jane MacLennan
Information Systems Manager

Subject/Title:	Student Outcomes 2020-21
Author: [Name and Job title]	Jane MacLennan Information Systems Manager
Meeting:	Board of Management
Meeting Date:	05 October 2021
Date Paper prepared:	22 September 2021
Brief Summary of the paper:	This report provides the committee with the status and context around student outcomes. At the time of writing student outcomes have still to be finalised and a verbal update will be provided at the meeting on 5 October 2021.
Action requested: [Approval, recommendation, discussion, noting]	Discussion

ITEM 07

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 – <i>quality of the student experience</i>		
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 Outcomes and Satisfaction Rates for 2020-21**Executive summary**

The report provides a summary of the status of student outcomes 2020/21, the processing of which have been affected by the Covid-19 restrictions and the addition of 6 new Covid related outcome codes for FE students.

Student outcomes are still in the process of being finalised due to the Covid-19 restrictions. As with 2019/20 early indications are that FE outcomes will have a higher percentage of 'partial success' this year due to the processes put in place to deal with the 'lockdown'.

The SFC have indicated within their Performance Indicator Guidance that there will be the opportunity to update the student outcomes for those students who have deferred learning carried forward from 2019/20 and 2020/21. These updated outcomes will be included in SFC publications.

It is anticipated that HE outcomes, will also have been impacted with an increase in 'partial success', and an increase in students returning to repeat or complete outstanding assessments.

Main body of information**Provisional Student Outcomes**

An update on student outcomes will be provided at the meeting on 05 October 2021.

Higher and National 5 Results

The circumstances around this year's national SQA exam diet are well known. SQA guidance directed course teams to make holistic assessment judgements for Highers and National 5 and by applying this guidance, each student outcome was based on an estimated attainment of course aims rather than on exams or unit by unit outcomes. Enhanced internal college quality assurance processes was expected to underpin the decision-making process to ensure the reliability and validity of the holistic assessment decisions.

The overall pass rate for students taking Higher exams at the college in 2020/21 was 79%, a decrease of 9% points from the previous year. The College sector pass rates for Higher awards was 79.2%, a decrease of 2.5% from 2019/20. The National pass rates for Higher awards across both schools and colleges was 87.3%, a decrease of 2% from 2019/20.

Higher passes	Overall pass rates					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ICUHI	58%	69%	74%	64.5%	88%	79%
College sector	63%	67%	61%	56.3%	81.7%	79.2%

The overall pass rate for students taking National 5 exams at the college in 2020/21 was 74.4%, a decrease of 13.8% points. The College sector pass rates for National 5 awards was 74.9%, a decrease of over 10% from 2019/20. The National pass rates for National 5 was 85.8%, down from 89% in 2019/20.

National 5 passes	Overall pass rate					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ICUHI	74%	76%	76%	69.0%	88.2%	74.4%
College sector	68%	70%	71%	67.6%	85.7%	74.9%

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:	05 October 2021
Date Paper prepared:	28 September 2021
Brief Summary of the paper:	<p>This report provides the Board of Management with an overview of new and continuing activity with regards:</p> <ul style="list-style-type: none"> • Covid-19 • Strategy • Partnership Agreement • Sports Pitch • Meeting with new Chair of Court • Student Death
Action requested: [Approval, recommendation, discussion, noting]	Discussion

Item 08

Link to Strategy: Please highlight how the paper links to, or assists with:: <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 	<input type="checkbox"/> Strategic Plan – Strategy Update <input type="checkbox"/> New Opportunity/Change – Sport’s Pitch <input type="checkbox"/> Partnership Services – Partnership Agreement and Meeting with the New Chair of Court.		
Resource implications:	Yes / No If yes, please specify: Cost implications of Sports Pitch		
Risk implications:	Yes / No If yes, please specify: Operational: Risks surrounding lease for Sports Pitch and relating to Covid-19 Organisational:		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/No If yes, please specify: Students being back on campus, pillars and themes of strategic plan enhancing the student experience, development of sports related courses through the sports pitch.		
Consultation: [staff, students, UHI & Partners, External] and provide detail	Strategy Consultation: EMT, Staff & Stakeholders (detailed within report). Sports Pitch Consultation: Stakeholders (detailed within report)		
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)	X
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)	X	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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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

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

Subject/Title:	Governance Update
Author: [Name and Job title]	Lisa Ross, Board Secretary
Meeting:	Board of Management
Meeting Date:	05 October 2021
Date Paper prepared:	28 September 2021
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, Approval and Noting

Item 09

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: Training Costs		
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			
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

Appointment of Finance and General Purposes Vice-Chair

Following a discussion with the Chair of the F&GP Committee and the Board Secretary, Russell Edwards has agreed to take on the role of Vice-Chair for the F&GP Committee.

Recommendation:

That Russell Edwards be appointed Vice-Chair for the F&GP Committee.

Review of Code of Good Governance

The Code of Good Governance for Colleges in Scotland outlines the following requirement for Boards of Management:

The board must keep its effectiveness under annual review and have in place a robust self-evaluation process.

We carried out our annual review of the Code of Good Governance for the year 2019/20 via an online JISC survey which was made available to all Board Members for completion during the period 17 December 2020 to 15 January 2021. We received a 43% response rate to the survey with seven Board Members responding (Appendix 1).

Our annual review of the Code of Governance for the year 2020/21 is now complete. Again, this was made available to all Board Members via an online JISC survey, for completion during the period 23 June 2021 to 19 July 2021. The response rate for this survey decreased to a 40% response rate with six Board Members responding (Appendix 2).

Feedback from Survey

The scale for both surveys was ranked 1 to 6 with 1 = Low/Disagree and 6 = High/Agree. In comparison to the survey conducted in January 2021 we now appear to have a more even spread of responses between ranks 4-6. The biggest shifts in responses related to:

- The Board of Management understanding of strategic reviews and scenario planning.
- The Board of Management understanding of the performance measures which are in place.

It was noted that the Board of Management would benefit from the final strategy being published, as this will provide the Board with a guide to the direction of travel envisaged for the College. The inclusion of Key Performance Indicators (KPI's) in future reports was again highlighted as a way to ensure that the Board have sufficient understanding of the performance measures currently in place.

Other key areas of response included:

- The addition of new members to the Board at the beginning of the year and the range of new experience that they had brought to the Board.
- The need to further broaden the diversity of members of the Board.
- That the Board receives very positive representations from the student body with HISA reps always participating in meetings and producing detailed reports
- The difficulties which has been experienced with regards progressing inductions.

Recommendation

Following the feedback received approval is sought for the highlighted additions to the existing Board Development Plan (Appendix 3). The Board Development Plan itself will soon be subject to a six-month review by the Board Development Plan Working Group.

Review of Committees

Following recommendations received during our External Effectiveness Review it was agreed that we would carry out a review of our committee structures and performances over the summer.

These reviews were carried out by the Chair of each Committee (and Vice-Chair where appropriate), relevant members of the EMT and Inverness College Managers and the Board Secretary to ensure that:

- All committees align with the new EMT structure and the Inverness College committee structure.
- That a schedule of submissions was developed for each committee.
- That a review of the committee terms of reference took place.
- That a review of how agendas are structured took place including consideration as to how KPI's can be demonstrated to committee members.

The review meetings proved a beneficial exercise and have allowed us to eliminate the duplication of reports and to adapt agenda's and terms of reference accordingly in order to focus on pro-active strategic support and challenge to ensure quality operational implementation. Feedback from these reviews can be found as Appendix 4.

From these meetings the Terms of Reference for all Committees have been updated. These updates were made available for the committee to review before coming to the Board of Management for final approval. Schedules of Submissions have been developed for each committee (appendix 5). The Schedule of Board and Committee Meetings for 2021-22 has been updated following these reviews and an updated copy was sent to all Board Members for their online approval in September.

Additional Steps

Although the review of the Committees focused on the structure, schedule of submissions and terms of reference there were a number of other issues which were identified during these meetings which require to be followed up by the Board Secretary and Chairs as appropriate. These include:

- The recruitment and appointment of new Board members with Audit and Finance knowledge.
- The sourcing of additional training for Audit Committee members.
- Presentations from appropriate teams within the College to be organised as part of Committee meetings – this will form part of our creative space within each meeting.
- Committees to discuss how we can engage with other relevant organisations and stakeholders.
- Visits to the College to engage with both staff and students.
- Review of Committee membership

Recommendations

Attached documents to be noted and discussed.

Committee Feedback

Committee and Chair Evaluations (where appropriate) were carried out on:

- HR Committee – 27 May 2021
- LT&R Committee – 08 June 2021
- F&GP Committee – 10 June 2021
- Audit Committee – Offline in August 2021.

Where Chair Evaluations took place feedback will be provided to the Chair by the Interim Chair as part of the Board Member Evaluation Process, which is currently being undertaken.

A summary of each of the Committee Evaluations is attached (Appendix 6)

The feedback received for all Committees highlighted:

- The requirement for a review of the Terms of Reference, which has now been carried out.
- The need for Vice-Chairs to be in place – all Committees apart from the Audit Committee now have a Vice-Chair in place
- The requirement for additional members to be sought to join the Board of Management.
- That updates were required with regards our training programme for Board Members.

Next Steps:

As previously advised a recruitment campaign will shortly begin to recruit new members to the Board of Management especially those with a background or relevant experience with regards Audit and Finance.

The Board Training Programme has been revised with additional training being sought with regards Audit and Governance.

Recommendations

Attached documents to be noted and discussed.

Board of Management Evaluation - Code of Good Governance Review

Showing 7 of 7 responses

Showing **all** responses

Showing **all** questions

Response rate: 43%

- 1 The Code of Good Governance for Scotland's Colleges ("the Code") has been developed and is owned by the College Sector. The Code establishes standards of good governance for all Boards and provides the essential foundations for compliance within the legislation framework. The Code requires that Boards "have in place a robust self-evaluation process" which comprises of an annual internal review and an externally facilitated effectiveness review every 3 years. Following the Committees undertaking an evaluation process over Summer 2020 it is appropriate that the Board now undertakes it's internal review.

No responses

- 2 The format of this process comprises of an evaluation of the activities of the Board of Management by each Board Member individually, structured around the Code. Board Members are asked to express a level of agreement with a series of statements representing good governance and practice which will inform the self evaluation report. This will in turn indicate areas of strength and future development for the Board. The Code of Good Governance provides direction on the key principles of governance under the headings of: A. Leadership & Strategy B. Quality of Student Experience C. Accountability D. Effectiveness E. Relationships & Collaboration. The statements of good governance practice which comprise this evaluation are grouped under these headings and associated sub-headings and reflect the direction and guidance within the code. This ensures that the evaluation report will be closely aligned with the Code, and the development/improvement actions will be specific to the requirements of the Code. Neither responses nor comments provided will be attributed to any individual Board Member.

Showing 1 response

The board of management undertakes excellent leadership. Members are held accountable for any reports that they submit

675451-675442-70549242

- 3 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

No responses

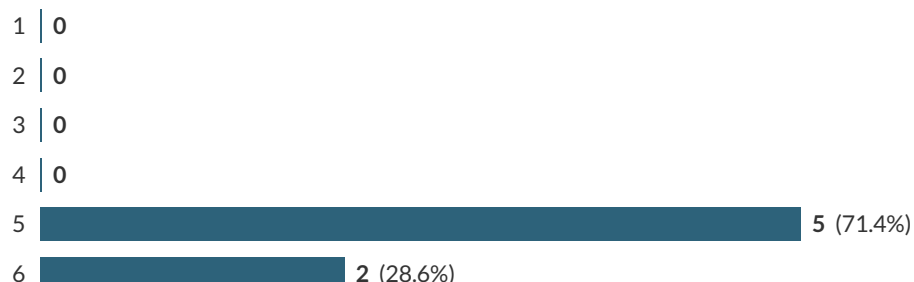
3.a Vision and Strategy

3.a.1 The Board has set out clear strategic priorities and aims.



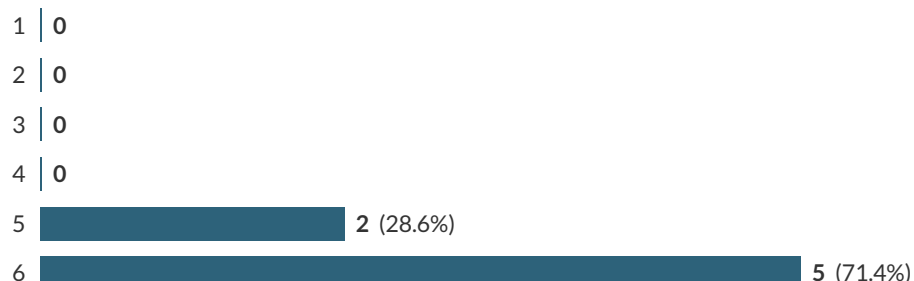
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.2 The Board regularly reviews performance against the strategic aims.



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.3 The Aims of the College are aligned with Regional Strategy/Outcomes



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.4 The Board undertakes regular Strategic Reviews/Scenario Planning



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.5 The Board ensures that there are comprehensive performance measures and/or systems in place.



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.i Evidence/Comments:

Showing 1 response

New strategic plan under discussion as previous one now expired [675451-675442-70415413](#)

3.b Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

No responses

3.c Corporate Social Responsibility

3.c.1 The Board understands and demonstrates the College Values



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.c.2 The Board has a Code of Conduct to which it is committed in practice



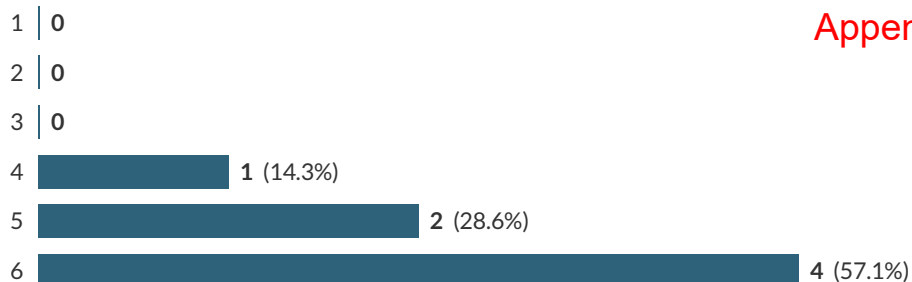
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.c.3 The Board operates according to the Principles of Public Life (Duty/Public Service, Selflessness, Integrity, Objectivity, Accountability and Stewardship, Openness, Honesty, Leadership and Respect)



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.c.4 The Board membership reflects the make up of the local community



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.d Evidence/Comments

Showing 1 response

Meetings chaired very well and board members treat each other with respect

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4 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

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5 675451-675442-70415413

5 Student Engagement

5.1 Student Members are active at Board Level



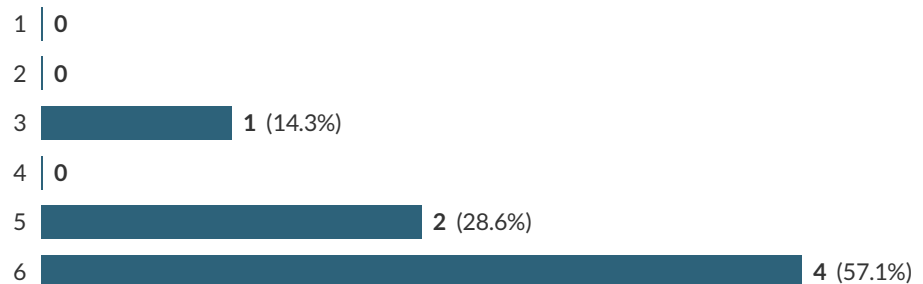
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.2 The Board receives regular reports from the Student's Association



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.3 The Board and its Committees prioritise the opinions and views of students



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.a Evidence/Comments

Showing 1 response

Views of students are very important but not especially prioritised

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6 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

No responses

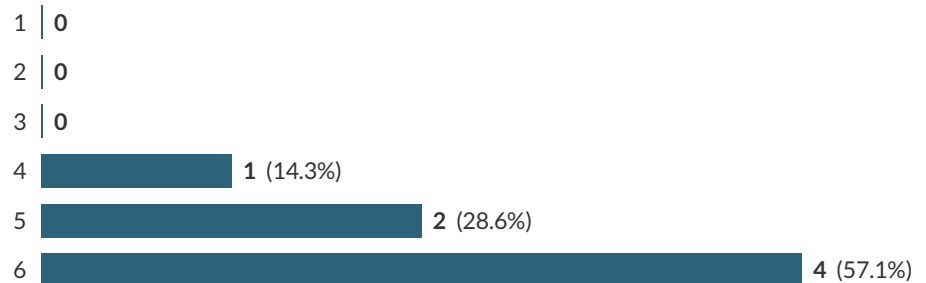
7 Learning and Teaching/Student Support

7.1 Learning and Teaching performance is overseen effectively



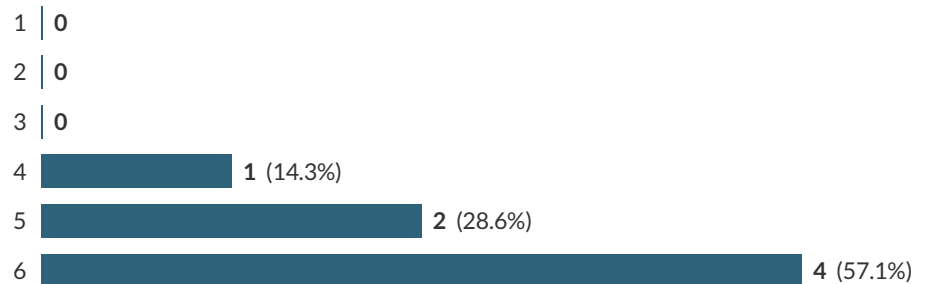
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

7.2 The Board sets challenging student success targets



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

7.3 The student experience is central to Board decision making



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

Showing 1 response

Regular reports to Board on performance and student experience of key importance in Board decisions

675451-675442-70415413

9 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing 1 response

5 675451-675442-70415413

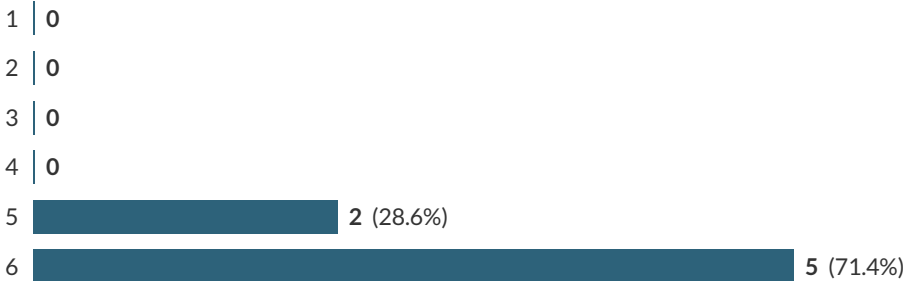
10 Accountability and Delegation; Risk and Audit

10.1 The Board recognises its chain of accountability



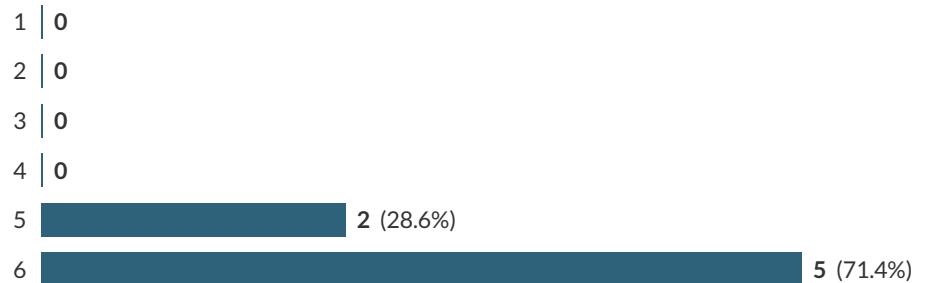
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.2 The Board is open in its decision making and facilitates disclosure



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.3 The Board delegates responsibilities to appropriate Committees



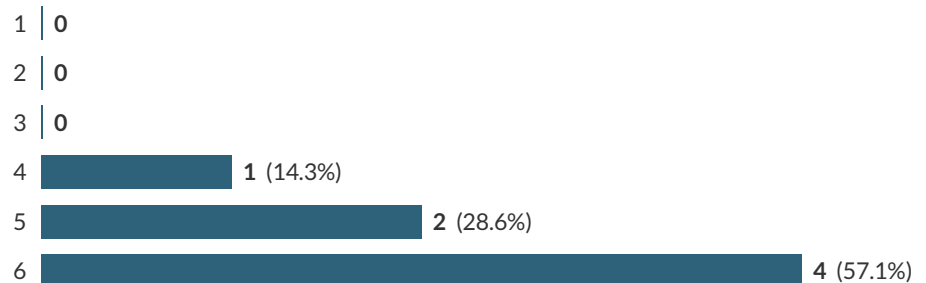
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.4 The Board has in place an effective management strategy



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.5 The College's audit processes are comprehensive and rigorous



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.6 The Board publishes high quality Annual Reports



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.a Evidence/Comments

Showing 1 response

All themes regularly reported on at Board level. Audit committee queries senior management team reports in detail

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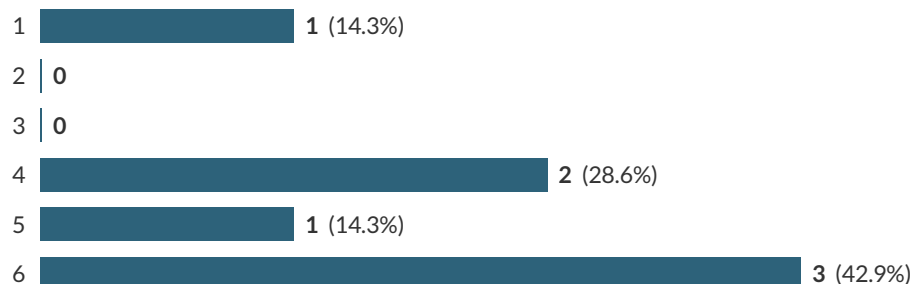
10.b Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

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5 675451-675442-70415413

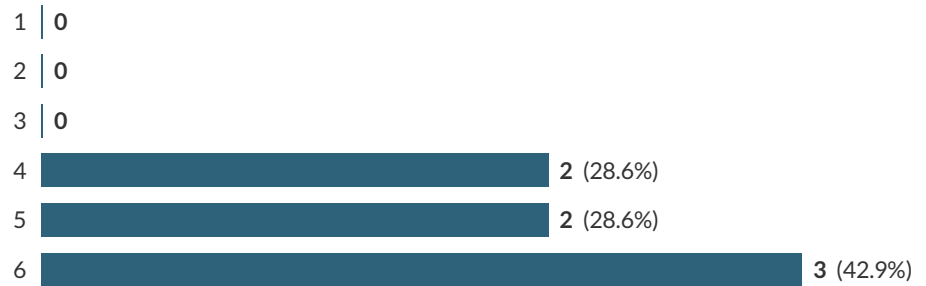
10.c Rumeneration, Sustainability, Staff Governance

10.c.1 There is a formal process for setting the Principal's remuneration



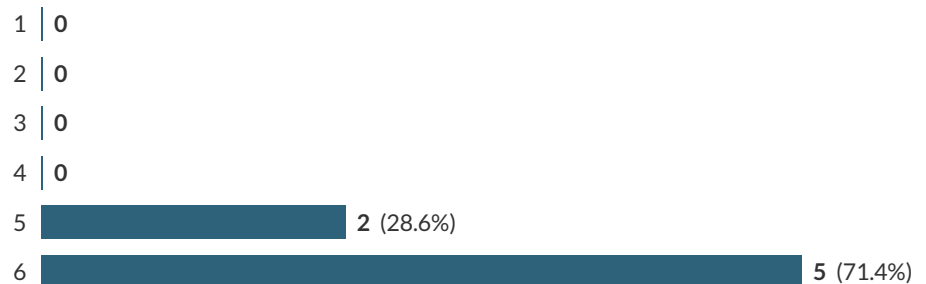
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.2 Funds are planned and used economically, efficiently and effectively



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.3 Board Members are aware of their responsibilities as Charity Trustees



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.4 The Board prioritises the fair and effective management of staff



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

Showing 1 response

I'm not aware of process for setting principle's remuneration.

675451-675442-70415413

11 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing 1 response

5

675451-675442-70415413

12 Post Holder Effectiveness

12.1 The Board Chair promotes open discussion on strategic matters



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.2 The Board has an appropriate mix of skills and works well as a team



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.3 The Principal and Executive Team are clearly accountable to the Board



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.4 The Board is well supported and guided in matters of governance



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.a Evidence/Comments

Showing 1 response

Need additional finance and accountancy expertise [675451-675442-70415413](#)

12.b Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing 1 response

5 [675451-675442-70415413](#)

12.c Board Member Development and Evaluation

12.c.1 Board recruitment is open and in line with ministerial guidance



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.c.2 There are sufficient opportunities for Board induction and development



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.c.3 Board effectiveness is regularly reviewed



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.c.i Evidence/Comments

Showing 1 response

Remote learning opportunities are very good. Induction could have been more structured

675451-675442-70415413

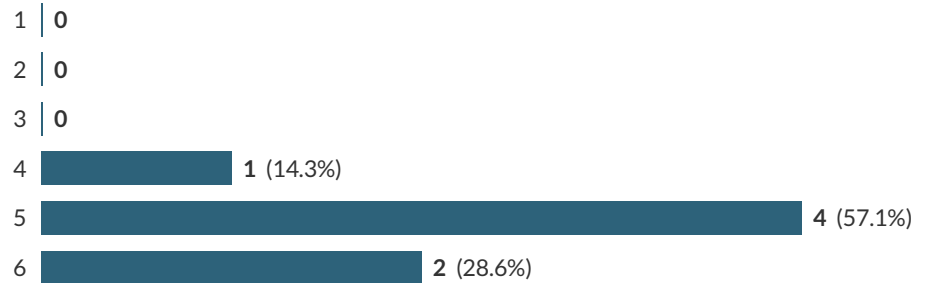
13 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

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6 675451-675442-70415413

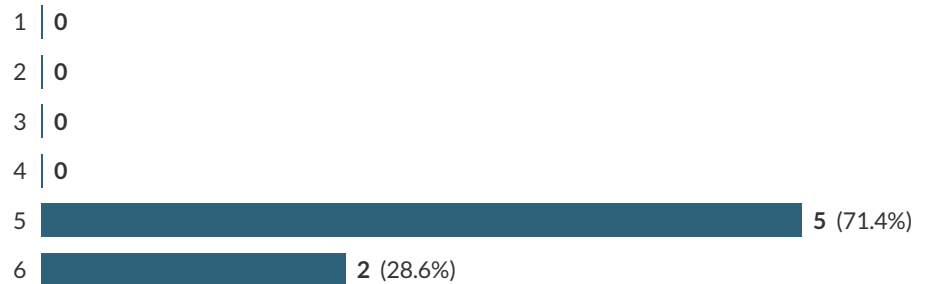
13.a Partnership Working

13.a.1 The Board ensures effective communication with stakeholders



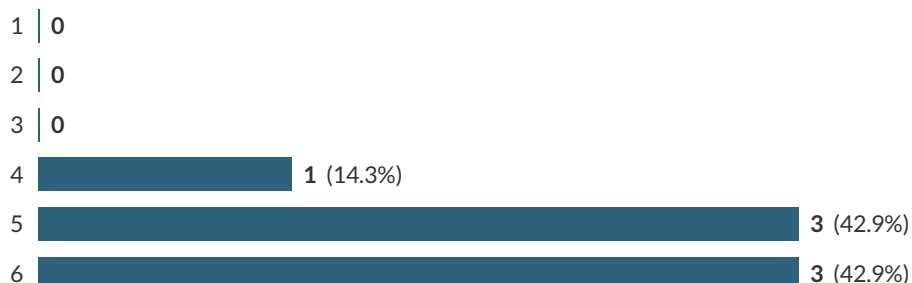
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a.2 Learning provision is relevant to industry needs



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a.3 The College engages well with stakeholders and/or industry partners



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a.4 The Board supports the delivery of the Regional Outcome Agreement



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.b Evidence/Comments

Showing 1 response

Curriculum review underway to ensure learning provision is what industry requires

675451-675442-70415413

14 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing 1 response

5 675451-675442-70415413

15.1 The work of the Board and its Committees are communicated appropriately to all stakeholders



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

15.2 All Board agendas, papers and minutes are published within appropriate timeframes



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

15.a Evidence/Comments

Showing 1 response

Some delay in publication of board papers due to COVID pandemic [675451-675442-70415413](#)

Board of Management Evaluation - Code of Good Governance Review 2021

Showing 6 of 6 responses

Showing **all** responses

Showing **all** questions

Response rate: 40%

- 1 The Code of Good Governance for Scotland's Colleges ("the Code") has been developed and is owned by the College Sector. The Code establishes standards of good governance for all Boards and provides the essential foundations for compliance within the legislation framework. The Code requires that Boards "have in place a robust self-evaluation process" which comprises of an annual internal review and an externally facilitated effectiveness review every 3 years. Following the Committees undertaking an evaluation process over Summer 2020 we carried out our review of the Code of Good Governance for 2020/21 in January 2021. Our review for 2021/22 is now due to be carried out. The results of this review will be compared to the results from the January 2021 review and an updated Action Plan will be drawn up.

No responses

- 2 The format of this process comprises of an evaluation of the activities of the Board of Management by each Board Member individually, structured around the Code. Board Members are asked to express a level of agreement with a series of statements representing good governance and practice which will inform the self evaluation report. This will in turn indicate areas of strength and future development for the Board. The Code of Good Governance provides direction on the key principles of governance under the headings of: A. Leadership & Strategy B. Quality of Student Experience C. Accountability D. Effectiveness E. Relationships & Collaboration. The statements of good governance practice which comprise this evaluation are grouped under these headings and associated sub-headings and reflect the direction and guidance within the code. This ensures that the evaluation report will be closely aligned with the Code, and the development/improvement actions will be specific to the requirements of the Code. Neither responses nor comments provided will be attributed to any individual Board Member.

No responses

- 3 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses	
5	766757-766748-80501914
5	766757-766748-81186905

3.a.1 The Board has set out clear strategic priorities and aims.



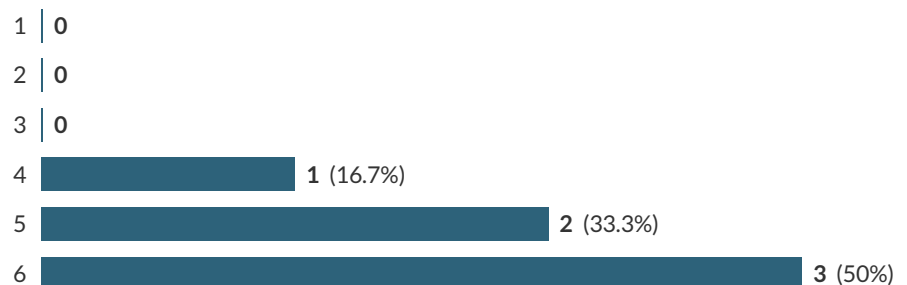
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.2 The Board regularly reviews performance against the strategic aims.



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.3 The Aims of the College are aligned with Regional Strategy/Outcomes



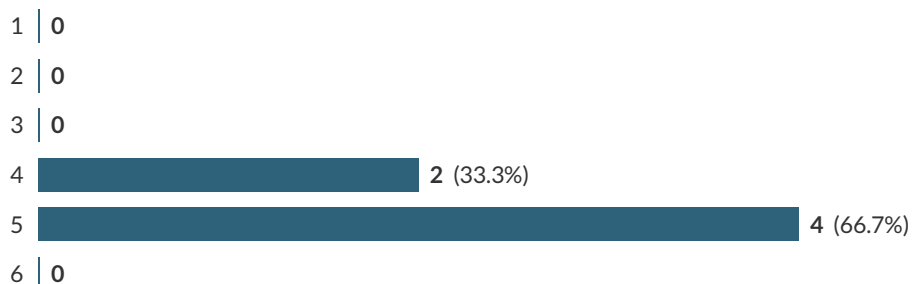
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.4 The Board undertakes regular Strategic Reviews/Scenario Planning



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.5 The Board ensures that there are comprehensive performance measures and/or systems in place.



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a.i Evidence/Comments:

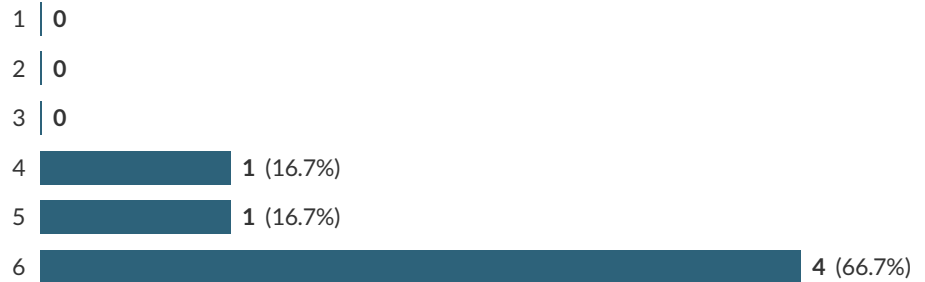
Showing all 2 responses	
The Board will benefit from the final strategy being published. This will give the board the direction of travel needed for the college.	766757-766748-80501914
The Board and Senior team are reviewing and updating performance measures.g	766757-766748-80697554

3.b Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses	
6	766757-766748-80501914
6	766757-766748-81186905

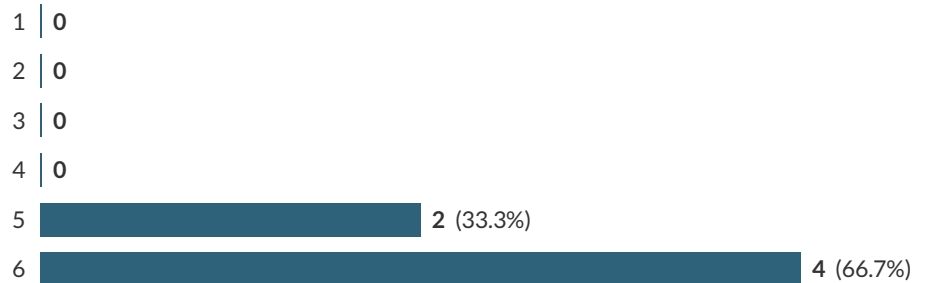
3.c Corporate Social Responsibility

3.c.1 The Board understands and demonstrates the College Values



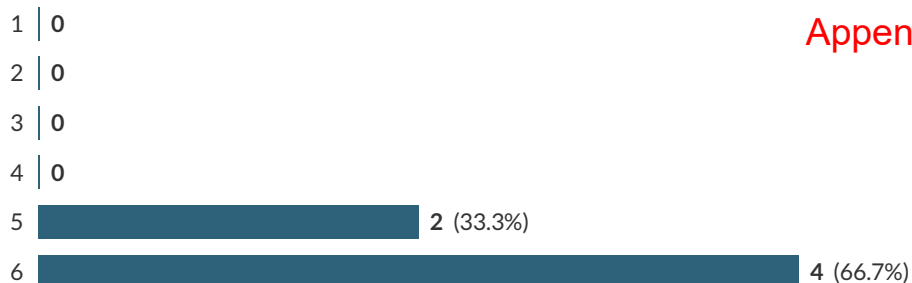
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.c.2 The Board has a Code of Conduct to which it is committed in practice



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.c.3 The Board operates according to the Principles of Public Life (Duty/Public Service, Selflessness, Integrity, Objectivity, Accountability and Stewardship, Openness, Honesty, Leadership and Respect)



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.c.4 The Board membership reflects the make up of the local community



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

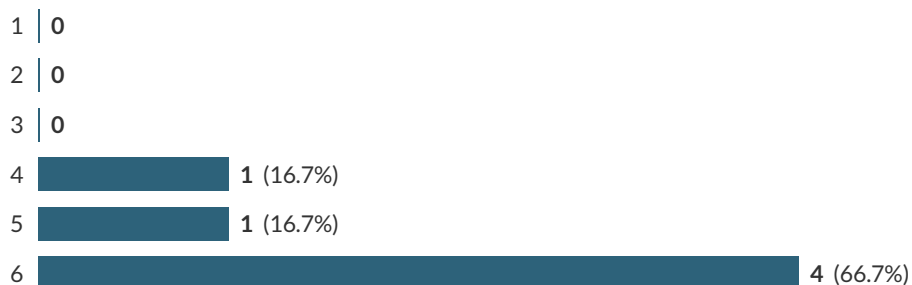
3.d Evidence/Comments

Showing all 2 responses	
The Board has a broad base but as yet no member from black or ethnic minority community.	766757-766748-80697554
Several new board members recently joined as others have left bringing range of new experience to board	766757-766748-81186905

4 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

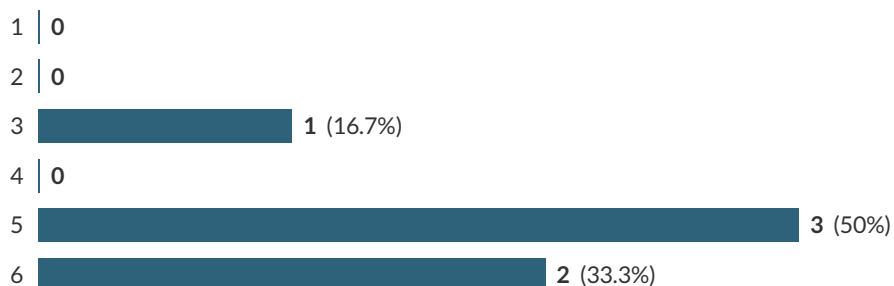
Showing all 2 responses	
5	766757-766748-80501914
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5.1 Student Members are active at Board Level



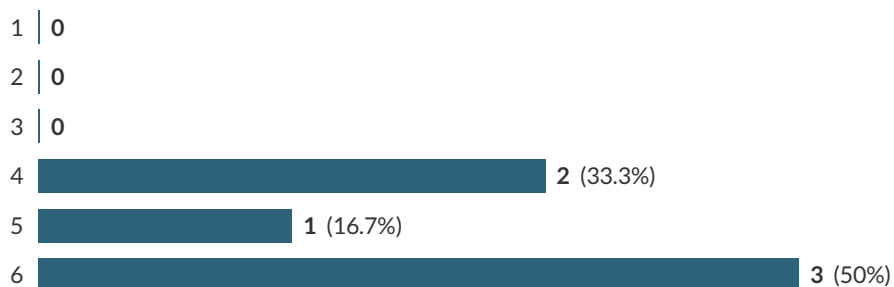
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.2 The Board receives regular reports from the Student's Association



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.3 The Board and its Committees prioritise the opinions and views of students



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.a Evidence/Comments

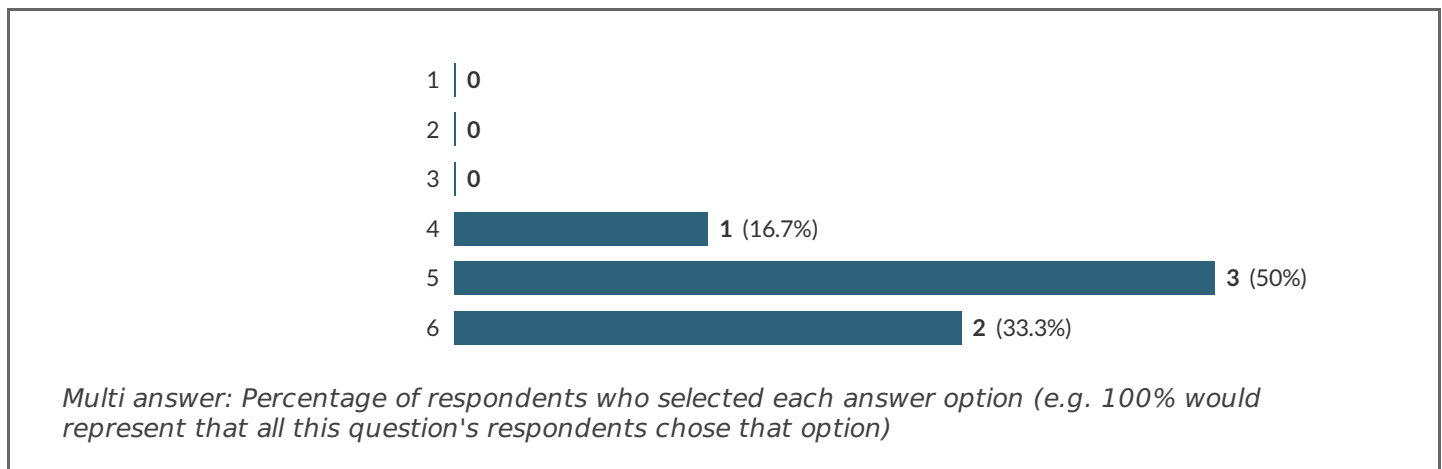
Showing all 2 responses	
Very positive representations from Student body.	766757-766748-80697554
Hisa reps always participate in meetings and produce detailed reports	766757-766748-81186905

6 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

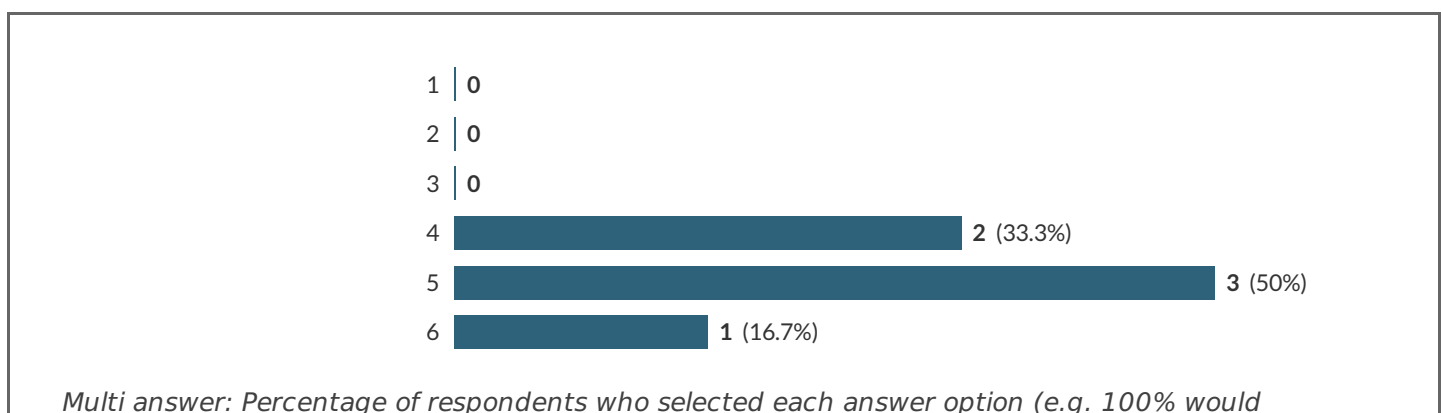
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6	766757-766748-80501914
5	766757-766748-81186905

7 Learning and Teaching/Student Support

7.1 Learning and Teaching performance is overseen effectively



7.2 The Board sets challenging student success targets



represent that all this question's respondents chose that option)

7.3 The student experience is central to Board decision making



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

8 Evidence/Comments

No responses

9 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses	
6	766757-766748-80501914
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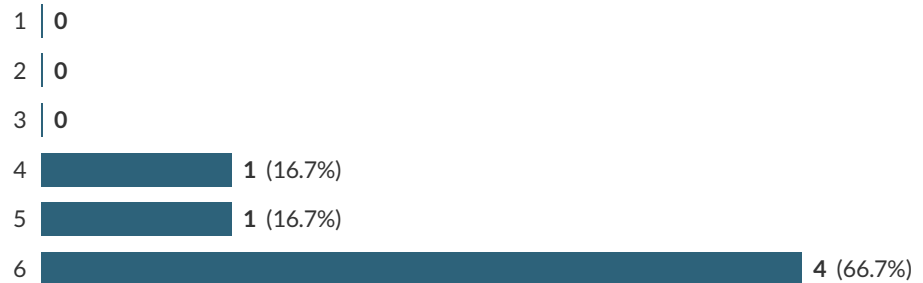
10 Accountability and Delegation; Risk and Audit

10.1 The Board recognises its chain of accountability



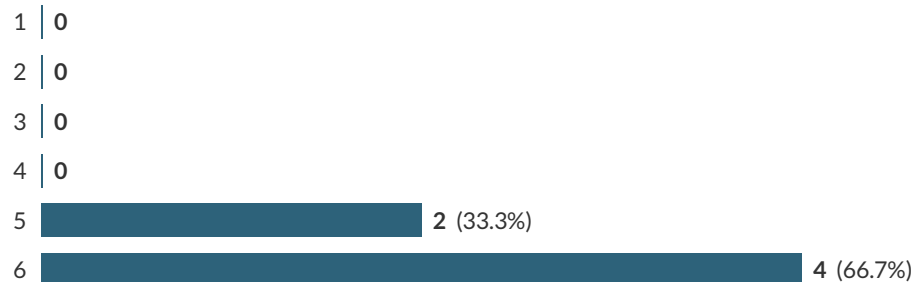
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.2 The Board is open in its decision making and facilitates disclosure



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.3 The Board delegates responsibilities to appropriate Committees



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.4 The Board has in place an effective management strategy



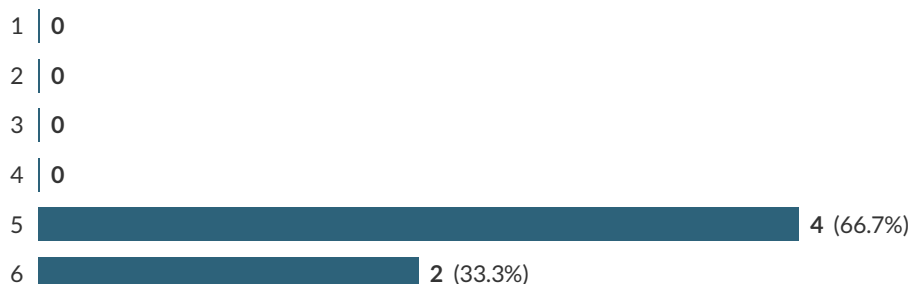
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.5 The College's audit processes are comprehensive and rigorous



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.6 The Board publishes high quality Annual Reports



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.a Evidence/Comments

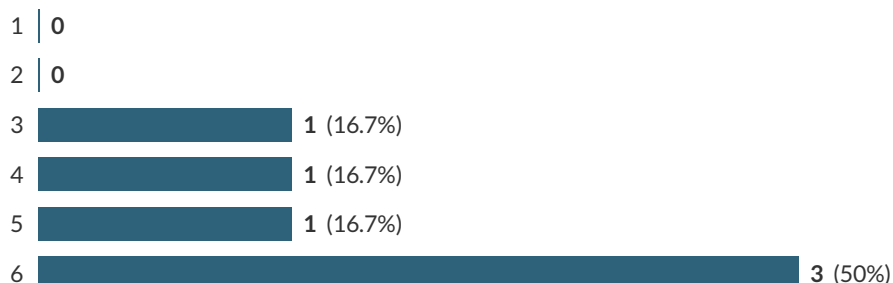
No responses

10.b Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses	
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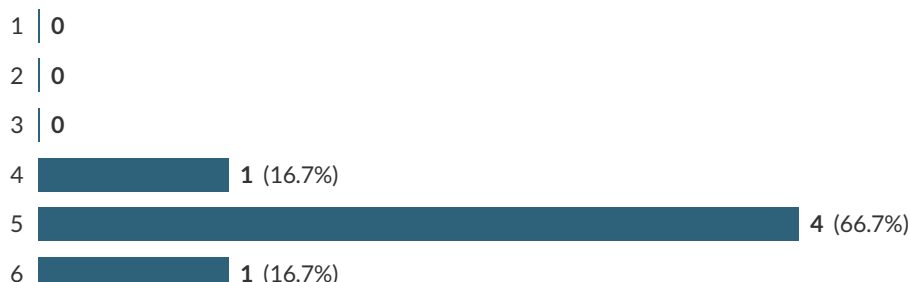
10.c Rumeneration, Sustainability, Staff Governance

10.c.1 There is a formal process for setting the Principal's remuneration



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.2 Funds are planned and used economically, efficiently and effectively



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.3 Board Members are aware of their responsibilities as Charity Trustees



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.4 The Board prioritises the fair and effective management of staff



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.c.i Evidence/Comments

Showing 1 response

There is no formal annual review for setting the Principal's remuneration. There are a few new members still awaiting induction regarding Charity Trustee status.

766757-766748-80697554

11 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses

6	766757-766748-80501914
6	766757-766748-81186905

12 Post Holder Effectiveness

12.1 The Board Chair promotes open discussion on strategic matters



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.2 The Board has an appropriate mix of skills and works well as a team



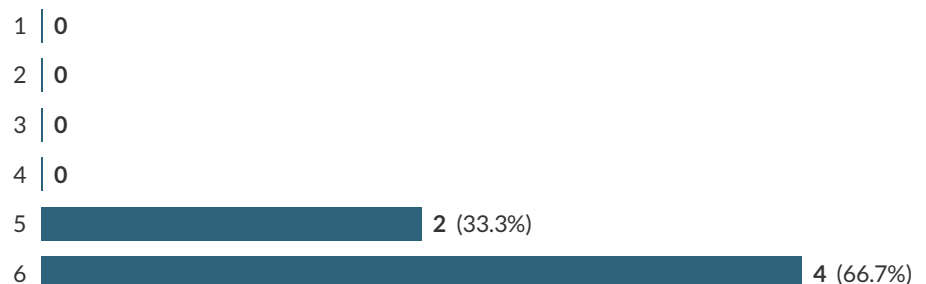
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.3 The Principal and Executive Team are clearly accountable to the Board



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.4 The Board is well supported and guided in matters of governance



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.a Evidence/Comments

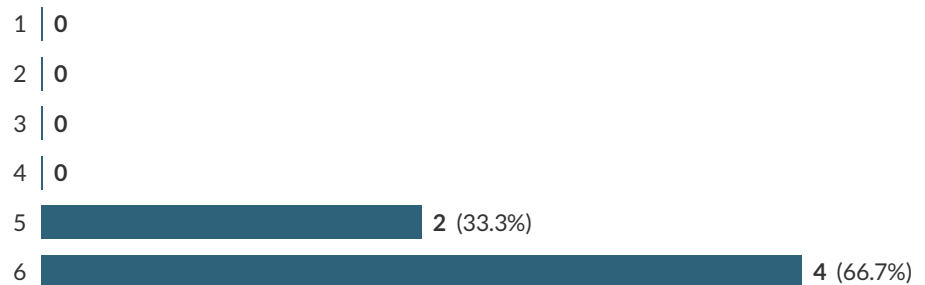
No responses

12.b Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses	
6	766757-766748-80501914
6	766757-766748-81186905

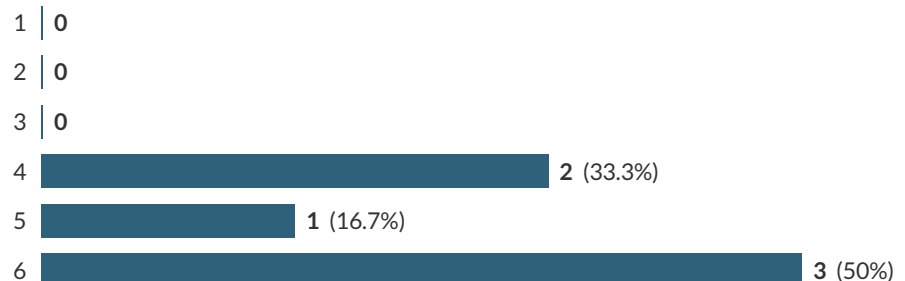
12.c Board Member Development and Evaluation

12.c.1 Board recruitment is open and in line with ministerial guidance



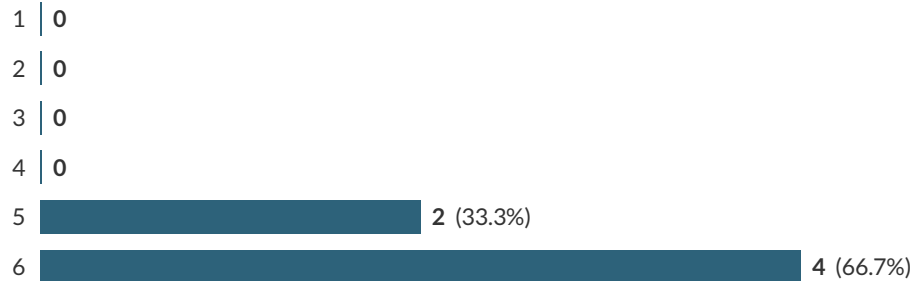
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.c.2 There are sufficient opportunities for Board induction and development



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.c.3 Board effectiveness is regularly reviewed



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.c.i Evidence/Comments

Showing 1 response

Induction has been delayed by Covid, Cyber Incident and other issues.	766757-766748-80697554
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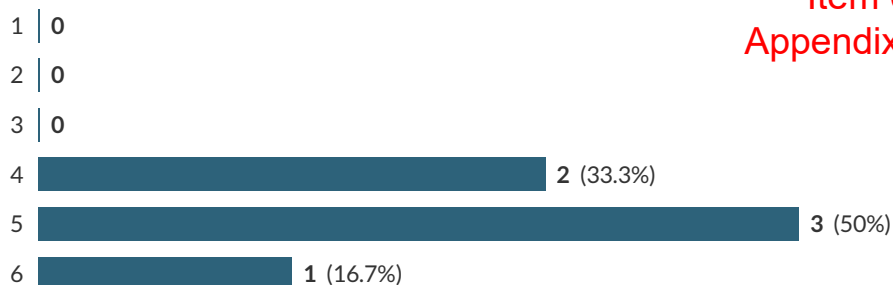
13 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

Showing all 2 responses

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13.a Partnership Working

13.a.1 The Board ensures effective communication with stakeholders



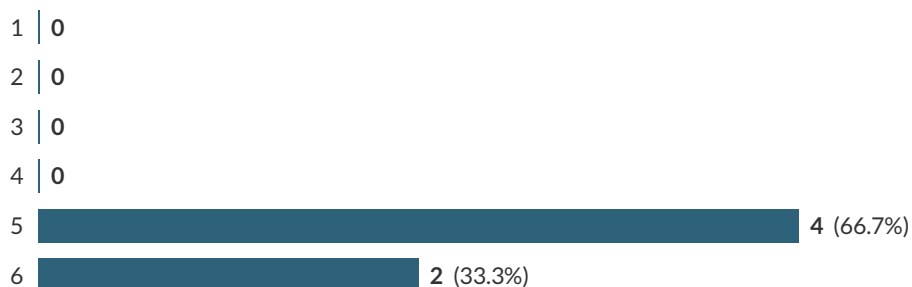
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a.2 Learning provision is relevant to industry needs



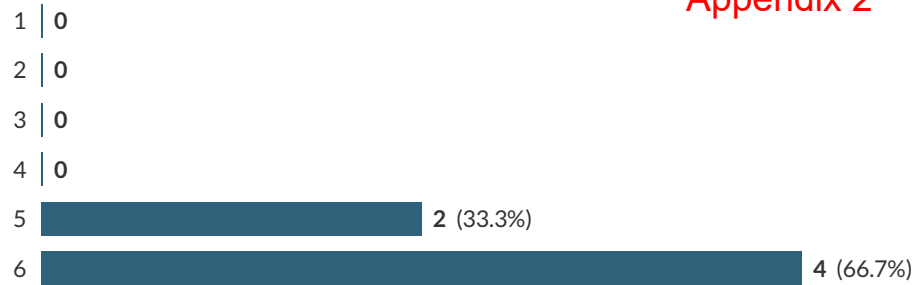
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a.3 The College engages well with stakeholders and/or industry partners



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a.4 The Board supports the delivery of the Regional Outcome Agreement



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.b Evidence/Comments

Showing 1 response

The Board could engage more with stakeholders. The pandemic has impacted on the ability to do this as other priorities have taken precedence.

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14 Rank from 1 to 6. (1 = Low/Disagree 6 = High/Agree)

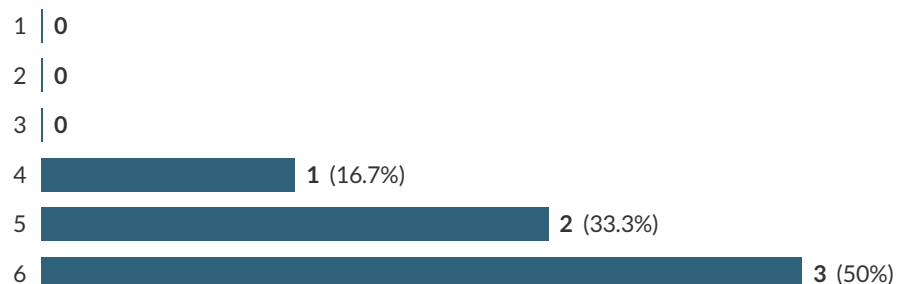
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6 766757-766748-80501914

6 766757-766748-81186905

15 Openness and Transparency

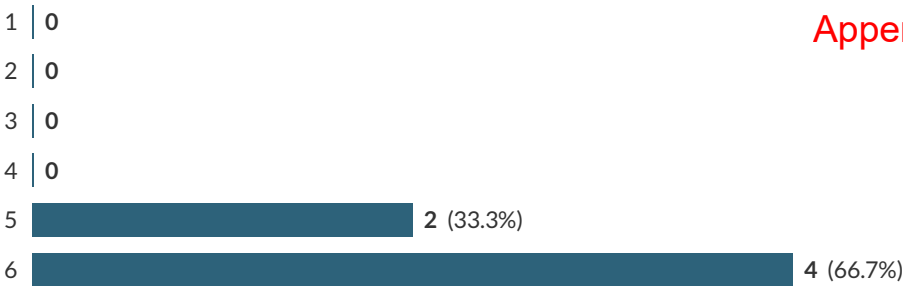
15.1 The work of the Board and its Committees are communicated appropriately to all stakeholders



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

15.2 All Board agendas, papers and minutes are published within appropriate timeframes

Item 09
Appendix 2



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

15.a Evidence/Comments

No responses

Item 09 Appendix 3



INVERNESS COLLEGE UHI – BOARD OF MANAGEMENT DEVELOPMENT PLAN 2020-21

	RECOMMENDATION	ACTION	RESPONSIBLE PERSON	TIMESCALE	UPDATES
PRIORITY ACTIONS					
1	<p>To develop, in conjunction with our strategy, a comprehensive business report for each Committee. This would allow for improved accountability for College performance and would include:</p> <ul style="list-style-type: none"> • Variances from agreed targets. • Management interventions where necessary. • Anticipated impact. <p>(EER Recommendation 1) (Review of Code of Good Governance Recommendation AY 20/21)</p>	<p>Finalisation and approval of our 5 year strategic plan (including the addition of KPI's).</p> <p>Development of a new schedule of submissions for each Committee and a review of the Terms of Reference for each Committee this will include review of appropriate KPI's at each Committee Meeting.</p>	<p>Principal</p> <p>Board Secretary and Committee Chairs.</p>	<p>30 June 2021</p> <p>30 June 2021</p>	<p>The Principal has held consultative meetings with local MSP's, MPs and the Chamber of Commerce. Our strategy is being updated in order to take account of the feedback received from these meetings.</p> <p>High level KPI measures and strategy objectives have been drafted.</p>
2	<p>The development of a more influential, learner-focused Audit Committee through review of learner-facing systems and controls. Consideration of a wider membership for the Audit Committee to include additional Co-opted Members to achieve an independent and informed opinion.</p> <p>(EER Recommendations 2 & 3)</p>	<p>The Audit Committee will be reviewed during the annual Committee evaluation process. As part of this the Committee will discuss whether further additions to the Committee membership is required.</p>	<p>Board Secretary & Audit Chair</p>	<p>June 2021</p>	<p>In February 2021 we appointed a new Chair of the Audit Committee as well as a co-opted member to the Committee. The structure of the Committee was strengthened further by the addition of new board members to the Committee.</p> <p>As part of the new EMT structure the Director of Finance now has the Job Title Assistant Principal Finance & Audit. This ensures a more influential role within the Committee.</p>

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Item 09 Appendix 3

3	<p>A review of the committee structure and committee performance to ensure each of the standing committees assists the governing board in the achievement of its responsibilities</p> <p><i>(EER Recommendation 4)</i></p>	<p>A review of each Committee will be carried out to ensure alignment with the new EMT Structure as part of this review we will develop a new schedule of submissions, review the Terms of Reference, and review how our agendas are structured to ensure that the relevant KPI's are considered.</p>	Board Secretary and Committee Chairs	June 2021	Following the restructure we will now have two members of the EMT as leads for each Committee.
4	<p>Development of college senior staff to achieve the production of succinct, analytical, accountable reports with clear recommendations to the governing board.</p> <p>Inclusion of 'learner and learning implications' and 'financial health' implications into our reporting format.</p> <p><i>(EER Recommendations 8 & 9)</i> <i><u>(Review of Code of Good Governance AY 20/21 Recommendation)</u></i></p>	<p>Following the completion of the restructure formal training will be arranged for all Managers on report writing.</p> <p>EMT members will be consulted on the development of schedule of submissions for each committee.</p> <p>Review of our report template and consideration of a standard template for each report along with consideration to expected length of each report.</p> <p>Development of Reading Rooms within AdminControl to allow for additional background information to be available to Board Members.</p>	<p>Principal</p> <p>Board Secretary & Committee Chairs</p> <p>Board Secretary & Committee Chairs.</p> <p>Board Secretary</p>	June 2021	EMT restructure has now been completed.

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Item 09

Appendix 3

OTHER ACTIONS					
5	<p>Development of more and regular board creative time to support formal governing board decision making through the use of sessions to explore ways to address relevant educational and community development questions.</p> <p><i>(EER Recommendation 5)</i></p>	<p>Review of how agenda's for each Committee are structure to allow for creative time to be built. Agendas to have sufficient time and space for EMT to share their thoughts with Board Members.</p> <p>Development of an annual programme to assist members to have meaningful time and dialogue with students.</p>	<p>Board Secretary & Committee Chairs</p> <p>Board Secretary</p>	<p>June 2021</p> <p>August 2021</p>	<p>Board Members will be asked whether they would wish to participate and volunteer for the Community Garden.</p>
6	<p>To support the newly appointed Board Secretary and Chair of the Board of Management, to develop a programme (which may include a mentor) to assist the first year in office for them and for future role holders.</p> <p><i>(EER Recommendations 6 & 7)</i></p>	<p>Mentoring programme to be developed.</p> <p>A programme of induction for both the Chair and the Board Secretary roles to be developed.</p>	<p>Board Secretary</p> <p>Board Secretary & Chair of BOM.</p>	<p>30 April 2021</p>	<p>The Board Secretary has a mentor in place and will develop an appropriate programme to follow.</p>

Item 09

Appendix 3

7	To develop strategic action plans for the following annual reports – Health & Safety, Equality and Diversity, Safeguarding <i>(EER Recommendation 12)</i>	A review of how our strategic action plans are reported to be carried out as part of the development of our schedule of submissions	Board Secretary, Committee Chairs & EMT	June 2021	
8	Review the working relationship between the college governing board and UHI to ensure clarity, engagement and contribution for the Inverness College governing board. <i>(EER Recommendations 11 & 13)</i>	Links will continue to be built with the Chair of Court and the Vice Chancellor, UHI. We will remain mindful of the clear boundaries between IC governing and UHI.	Principal & Chair of Board of Management	Ongoing	The Principal and the Chair of the Board of Management have met with the Vice Chancellor and the Principal will have a follow up meeting with him.

Item 09

Appendix 3

9	<p>Implementation of the plan to address aspects of the Code of Good Governance. It is suggested that a review of progress is undertaken every three months to check on progress and any issues arising from implementation.</p> <p><i>(EER Recommendation 14)</i></p>	<p>The annual review of the Code of Good Governance will be included within the schedule of submissions when developed.</p>	Board Secretary		<p>Development actions from the review of the Code of Good Governance will be addressed within this plan.</p>
10	<p>All Board Members should be aware of the formal process for setting the Principal's remuneration.</p> <p><i>(Review of Code of Good Governance_ AY 19/21 Recommendation)</i></p> <p><u><i>(Review of Code of Good Governance_ AY 20/21 Recommendation)</i></u></p>	<p>An updated guide to the process will be developed and circulated to all Board Members.</p>	Board Secretary	30 April 2021	<p>The remuneration process in respect of the Principal's salary should be carried by the PR&R Committee as some time has elapsed since it was last reviewed.</p>

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11	Development of the induction process to include online inductions. (Review of Code of Good Governance AY 19/21 Recommendation) (Review of Code of Good Governance AY 20/21 Recommendation)	Review of the induction process to take place. <u>This will include the inclusion of Board Members responsibilities as Charity Trustee's.</u>	Board Secretary	30 April 2021	The Board Secretary is currently carrying out a review of the induction process and papers. This has been delayed due to the cyber-incident
12	<u>Enhancing diversity on the Board of Management</u>	<u>Review of where we advertise and publicise roles on the Board of Management to ensure that we reach the widest and most diverse range of possible candidates during a recruitment process.</u> <u>Establishment of diversity targets.</u>	<u>Board Secretary</u>	<u>October 2021</u>	<u>The Board Secretary will ensure that the upcoming recruitment campaign is widely advertised and publicised.</u>

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INVERNESS COLLEGE UHI – BOARD OF MANAGEMENT

Review of Committees

Committee	Review of Terms of Reference	Review of Calendar of Submissions	Review of Meeting Dates
HR Committee	<p>It was agreed that the following amendments would be made to the Terms of Reference:</p> <ul style="list-style-type: none"> • Addition of legal services provision and consideration of guidance, which is provided to us. • Wording of Equality Scheme Action Plan to be updated. • Removal of reference to IIP and CSE. • Addition of information that relates to staff training and investment in staff development. • Addition with regards to ensuring that appropriate arrangements are in place with regards effective working 	<p>It was agreed that the following amendments would be made to the Calendar of Submission:</p> <ul style="list-style-type: none"> • Addition of a standing report on Hybrid Working • Removal of the Professional Development Minutes from as required. • Amendment of the Equality and Diversity Minutes to the Equality, Diversity and Inclusion Minutes. • Addition of a standing report on Professional Development. • Amendment of Workforce Planning to Talent Management • Addition of a diarised report on HSE Management Standards for Nov & March. 	<p>The HR Committee meeting scheduled for 16 September will be postponed until 23 September to allow for sufficient time for reports to be prepared.</p>

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	relationships throughout the organisation.	<ul style="list-style-type: none"> • Addition of a diarised report on Funding Council Review in November. 	
Audit Committee	<p>It was agreed that the following amendments would be made to the Terms of Reference:</p> <ul style="list-style-type: none"> • Deletion of items to reflect the changes to reporting to BOM, LT&R and F&GP. • Additional inclusion with regards the reporting to SFC and UHI. 	<p>It was agreed that the following amendments would be made to the Calendar of Submission:</p> <ul style="list-style-type: none"> • That the following reports would be taken directly to the LT&R rather than via Audit Committee: <ul style="list-style-type: none"> ○ Quarterly Complaints Report ○ Annual Complaints Report • That the following reports would be taken directly to the Board of Management rather than via Audit Committee: <ul style="list-style-type: none"> ○ Annual Freedom of Information Report ○ Cyber Incident Updates • That the following reports would be taken directly to the F&GP rather than via Audit Committee: <ul style="list-style-type: none"> ○ Health and Safety Updates ○ Data Protection Updates 	<p>The scheduled meetings for September and November will be merged and will take place on the in October with the joint Audit & F&GP Meeting taking place on 20th January (subject to the Auditors having the accounts ready at this point if not this may be rescheduled into February). Any specific papers that are required to be discussed by the Audit Committee will take place following the items for decision.</p>

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Finance and General Purposes Committee	<p>It was agreed that the following amendments would be made to the Terms of Reference:</p> <ul style="list-style-type: none"> • Inclusion of items which had previously been under the remit of the Audit Committee. • Inclusion of items which had previously been under the remit of the LT&R Committee. 	<p>It was agreed that the following amendments would be made to the Calendar of Submission:</p> <ul style="list-style-type: none"> • Inclusion of a paper from the Digital Steering Group or a yearly IT report. 	<p>The scheduled meetings for September and November will be merged and will take place on the last week in October 2021 with the joint Audit & F&GP Meeting taking place on 20th January (subject to the Auditors having the accounts ready at this point if not this may be rescheduled into February).</p>
Learning, Teaching and Research Committee	<p>It was agreed that the following amendments would be made to the Terms of Reference:</p> <ul style="list-style-type: none"> • Amendments to ensure that these remain action focused and enhance the work of the College. • Removal of references to student recruitment and international students as these would form part of the F&GP Terms of Reference. 	<p>It was agreed that the following amendments would be made to the Calendar of Submission:</p> <ul style="list-style-type: none"> • Minutes from the PDHRC and EDIC will be made available within agenda papers. • A report on mental health will be taken to the December meeting. • A presentation will come to the September meeting on SSES, NSS Overview and the Quality Enhancement Plan for AY21-22. 	<p>The scheduled meetings will be adjusted as follows:</p> <ul style="list-style-type: none"> • The meeting scheduled for September will be moved to late September • The meeting scheduled for November will be moved to December.



INVERNESS COLLEGE UHI – BOARD OF MANAGEMENT COMMITTEE SCHEDULE OF SUBMISSIONS

HR Committee	September	November	March	June
Standing Items	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting
Standing Reports	Talent Management National Bargaining/Job Evaluation Hybrid Working Professional Development HR – Quarterly Report Minutes from JCC	Talent Management National Bargaining/Job Evaluation Hybrid Working Professional Development HR – Quarterly Report Minutes from JCC	Talent Management National Bargaining/Job Evaluation Hybrid Working Professional Development HR – Quarterly Report Minutes from JCC	Talent Management National Bargaining/Job Evaluation Hybrid Working Professional Development HR – Quarterly Report Minutes from JCC
Diarised Reports	External Support Annual Report Feedback from Committee and Chair Evaluation	Half Yearly Employment Law Update HSE Management Standards Funding Council Review	HSE Management Standards	Half Yearly Employment Law Update Equalities Mainstreaming Committee and Chair Evaluation
As required Items	Policies for Approval Equality, Diversity & Inclusion Minutes	Policies for Approval Equality, Diversity & Inclusion Minutes	Policies for Approval Equality, Diversity & Inclusion Minutes	Policies for Approval Equality, Diversity & Inclusion Minutes

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Audit Committee	October	January	March	June
Standing Items	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Private Meeting with External Auditors Annual Audit Committee Report	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting
Standing Reports	Internal Audit – Completed Audit Reports and/or Progress/Follow Up Reports External Audit – Updates and Audit Plans Risk Management Business Continuity	Plus any additional reports that the Committee may require sight of.	Internal Audit – Completed Audit Reports and/or Progress/Follow Up Reports	Internal Audit – Completed Audit Reports and/or Progress/Follow Up Reports
Diarised Reports	Feedback from Committee Evaluations Draft Annual Audit Committee Report		Review of External Auditors	Approval of Internal Audit Terms of Reference Committee Evaluation Private Meeting with Internal Auditors
As required Items	Policies for Approval Additional Internal Auditor Information Auditor Procurement		Policies for Approval Additional Internal Auditor Information Auditor Procurement	Policies for Approval Additional Internal Auditor Information Auditor Procurement

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F&GP Committee	October	January	March	June
Standing Items	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Annual Accounts and Audit Report	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting
Standing Reports	Capital Monitoring Report Revenue Monitoring Report Operations and External Relations Report Estate Campus Report	Plus any additional reports that the Committee may require sight of.	Capital Monitoring Report Revenue Monitoring Report Operations and External Relations Report Estate Campus Report	Capital Monitoring Report Revenue Monitoring Report Operations and External Relations Report Estate Campus Report
Diarised Reports	Committee Evaluation Feedback Internal and External Audit Update Mid-Year Forecast Return 6 monthly GDPR Report Health and Safety Update Student Recruitment		Mid-Year Forecast Return 6 Monthly GDPR Report Health and Safety Update Student Recruitment	IT Report Committee Evaluation For Approval – Revenue Budget Financial Forecast Return Capital Budget Fees Student Recruitment
As required Items	Policies for Approval Risk Register Update		Policies for Approval Risk Register Update	Policies for Approval Risk Register Update

*Digital Steering Committee Report on a yearly report on IT to be included within submissions

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LT&R Committee	September	December	March	June
Standing Items	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting
Standing Reports	Update on Partnership - - Agreement & enhancement themes Research Report	Update on Partnership - - Agreement & enhancement themes Research Report	Update on Partnership - - Agreement & enhancement themes Research Report	Update on Partnership - - Agreement & enhancement themes Research Report
Diarised Reports	<ol style="list-style-type: none"> 1. SSES and NSS overview Quality Enhancement Plan for AY21-22 – presentation by Quality Manager 2. Committee Evaluation Feedback 3. Annual Complaints Report 4. An overview of the support services – wellbeing & mental health, transitions, PDAs etc (presentation by Access & Progression & Wellbeing & Learning Support Managers) 	<ol style="list-style-type: none"> 1. Student Retention – review of early withdrawals 2. Early Student Experience Survey Results 3. Safeguarding Annual Report 4. Student Outcomes Report inc. specific learner groups (E&D focus) – might be March by time these are finalised) 5. Quarter 1 – Complaints Report 6. Wellbeing and mental Health update 7. Schools / Senior Phase curriculum 	<ol style="list-style-type: none"> 1. Student Retention 2. Quarter 2 – Complaints Report 3. Update on L&T enhancement inc. digital pedagogy and trauma informed practice 4. Annual HISA Conference Update 	<ol style="list-style-type: none"> 1. Student Retention 2. HISA – End of Year Update 3. HISA Elections 4. Equalities Mainstreaming 5. Committee Evaluation 6. HISA end of year summary Report 7. Schools / Senior Phase engagement / recruitment

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Board of Management	October	December	February	April	June
Standing Items	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting
Standing Reports	Principal's Report Covid-19 Update Minutes of Board Committees	Principal's Report Covid-19 Update Minutes of Board Committees	Annual Accounts Audit Committee Annual Report	Principal's Report Covid-19 Update Minutes of Board Committees	Principal's Report Covid-19 Update Minutes of Board Committees
Diarised Reports	Principal's Targets Outcome of the Review of the Code of Good Governance Committee and Chair Evaluation Feedback Health and Safety Annual Report Outcomes and Satisfaction Rates Student Activity and Recruitment	Financial Position Review of External Effectiveness Action Plan.		Review of Terms of Reference (every second year – next due 2023). Schedule of Board and Committee Meetings OSCR Return Health and Safety Annual Review Health and Safety Annual Statement	Questionnaire – Review of Code of Good Governance Review of External Effectiveness Review Action Plan Revenue Budget Capital Expenditure Financial Forecast Return Fees
As required Items	Policies for Approval Governance Update UHI Court – Quarterly Update Notes from SRC HSWB Committee Notes	Policies for Approval Governance Update UHI Court – Quarterly Update Notes from SRC HSWB Committee Notes		Policies for Approval Governance Update UHI Court – Quarterly Update Notes from SRC HSWB Committee Notes	Policies for Approval Governance Update UHI Court – Quarterly Update Notes from SRC HSWB Committee Notes

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Chairs Committee	September	November	March	June
Standing Items	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting	Minutes for Decision Outstanding Actions AOCB Date of Next Meeting
Standing Reports	Update from Chairs	Update from Chairs	Update from Chairs	Update from Chairs
Diarised Reports	Board Member Evaluation – Feedback Strategy Update	Board Development Away Day		Board Member Evaluation – Process to begin
As required Items	Governance Update Principal Update	Governance Update Principal Update	Governance Update Principal Update	Governance Update Principal Update

Performance Review and Remuneration Committee	September	June
Standing Items	Minutes for Decision AOCB Date of Next Meeting	Minutes for Decision AOCB Date of Next Meeting
Standing Reports		
Diarised Reports	Appraisal Report – Principal’s Targets	Principal’s Targets – report by SIM Principal, EMT and Research Annual Pay Rise
As required Items		

Human Resources Committee Evaluation (completed by the HR committee collectively on 27 May 2021)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			
Does the Committee have enough members?	Y			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			The Chair has relevant background.
Have new Committee members received all necessary training?		Y		Committee members are currently unclear on whether there is specific training available for them. Board Secretary to look at CDN and see whether there is any appropriate training available.
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			
Do the terms of reference include all aspects of the Committee's role?	Y			The terms of reference are due to be reviewed. Copies of these documents could be made available within the reading room of AdminControl to allow easy access for Board Members.
Does the membership of the Committee need to be changed?		N		However there is a need for a Vice-Chair of the Committee to be put in place.
Are the terms of reference adopted by the full Board and reviewed annually?	Y			These are reviewed two yearly by the Board and are due to be reviewed in October 2021 following the Committee review of the ToR.

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Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			6 monthly updates are supplied to the Committee by the HR Manager.

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			Yes all reports are scrutinised by the Committee.
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			The Committee noted that all reports which are received are good and are easy and simple to read.
Are appropriate internal performance measures monitored by the Committee?	Y			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			Board Secretary in place.
Are Committee papers distributed in sufficient time for members to give them due consideration?	Y			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			Committee meetings quarterly each year. Committee would be able to meet on an ad hoc basis as required.
Is the timing of Committee meetings discussed with all involved?	Y			Timings for meetings are agreed in April of each year.

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Learning, Teaching and Research Committee Evaluation (completed by the LT&R committee collectively) on 08 June 2021

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			
Does the Committee have enough members?	Y			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			The Chair has the relevant background.
Have new Committee members received all necessary training?				Board Secretary to check whether any training is available on CDN.
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			Due to be reviewed over Summer.
Do the terms of reference include all aspects of the Committee's role?	Y			Due to be reviewed over Summer.
Does the membership of the Committee need to be changed?		N		
Are the terms of reference adopted by the full Board and reviewed annually?	Y			Due to be reviewed over Summer.

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Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			Policies and Procedures provide updates which are relevant to legal and regulatory issues

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			Whilst not considered directly at this Committee, this is controlled through a robust questioning at Board Level.
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			
Are appropriate internal performance measures monitored by the Committee?	Y			Review of KPI's
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			Due to be reviewed over Summer.

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			Board Secretary
Are Committee papers distributed in sufficient time for members to give them due consideration?	Y			Updates and Changes to reports are circulated as soon as possible. The review of the CMT and alignment with our Committee meetings should assist this.
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			
Is the timing of Committee meetings discussed with all	Y			Annual Schedule of Meetings is agreed in plenty of time.

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involved?				
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Finance and General Purposes Committee Evaluation completed by the F&GP committee collectively on 10 June 2021.

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			
Does the Committee have enough members?	Y			The Committee advised that there was a good balance of Board Members with appropriate background knowledge and EMT and Senior Officers from IC.
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			Chair – Donald MacKenzie has relevant background.
Have new Committee members received all necessary training?	Y			The Committee noted that training for the Committee is usually learned through attending meetings. However it was agreed that the Board Secretary would look at training over the summer to see if there was specific training available. It was noted that the finance induction which was provided to budget holders could be made available to Board Members.
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			

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Do the terms of reference include all aspects of the Committee's role?	Y			The Committee advised that our ToR provide flexibility for the Committee. It was noted that guidance for audit provided a good explanation of what is expected of committees and governing bodies.
Does the membership of the Committee need to be changed?		N		The Committee welcomed the addition of senior members of IC to the meetings.
Are the terms of reference adopted by the full Board and reviewed annually?	Y			Due to be reviewed over the Summer.

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			Background of EMT members and Chair highlights all legal and regulatory issues. SFC updates are issued to all members.

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			The Committee highlighted the level of detail that was provided with regards the FRP.
Are appropriate internal performance measures monitored by the Committee?	Y			KPI's in progress.
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			Board Secretary
Are Committee papers	Y			The Committee highlighted the

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distributed in sufficient time for members to give them due consideration?				need to ensure that papers are circulated 7 days prior to the meeting. The Committee noted that AdminControl has assisted with this. The review of the committee structure and cycle will also allow for EMT and Managers to streamline the reports which they are being asked to provide.
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			The Committee noted that we have an annual schedule of meetings however further meetings are able to called if required.
Is the timing of Committee meetings discussed with all involved?	Y			Committee members have sight of the timetable for meetings for the year ahead in advance. These are agreed at Board Level.



Audit Committee Evaluation completed by the Audit committee collectively offline in August 2021.

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			
Does the Committee have enough members?	Y			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			However, it was felt that the Committee would benefit from having a member who was an accountant or someone with a strong financial background.
Have new Committee members received all necessary training?		N		Committee members have been advised of CDN audit training. A review is to be carried out to ensure that all members have completed this training.
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			
Do the terms of reference include all aspects of the Committee's role?	Y			
Does the membership of the Committee need to be changed?		N		However Committee requires an additional member with accountancy/financial knowledge
Are the terms of reference adopted by the full Board and reviewed annually?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			UHI, SFC, Board secretary, auditors, EMT advise board and committee.

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			
Are appropriate internal performance measures monitored by the Committee?	Y			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			
Are Committee papers distributed in sufficient time for members to give them due consideration?	Y			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			
Is the timing of Committee meetings discussed with all involved?	Y			At the time of annual diary and meeting setting.