

Meeting	Board of Management
Date and time	Tuesday 28 March 2023 at 4.30 p.m.
Location	Hybrid Meeting via: Room 203/204 and Webex

Board Secretary
21 March 2022

AGENDA

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

Welcome and Apologies

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

16:35 - 17:05 **BOARD CREATIVE SPACE**

UHI 2024 – Revitalisation Programme

ITEMS FOR DECISION

- 17:05 - 17:10 **1) MINUTES**
a.) Meeting of the Board of Management held on 07 February 2023
b.) Confidential Note (CN-01-022023) of the Board of Management held on 07 February 2023
- 17:10 – 17:20 **2) OUTSTANDING ACTIONS**
Actions List
- 17:20 – 17:25 **3) POLICY FOR APPROVAL**
UHI Criminal Offence Data Policy
- 17:25 – 17:35 **4) GOVERNANCE UPDATE:**
a. Schedule of Meetings for Academic Year 2023/24
b. OSCR Return

c. Short Life Working Group

ITEMS FOR DISCUSSION

- 17:35 – 17:45 **5) STUDENT RECRUITMENT REPORT**
Report by Information Systems Manager
- 17:45 – 18:00 **6) PRINCIPAL'S REPORT**
Report by Principal
- 18:00 – 18:10 **7) KPI MATRIX UPDATE**
- 18:10 – 18:30 **8) FINANCE SERVICES**
Confidential Discussion
- 18:30 – 18:40 **9) HEALTH AND SAFETY – ANNUAL REPORT QUARTER –
TO END OF FEBRUARY 2023**
Report from Vice Principal – Operations and External
Relations
- 18:40 – 18:55 **10) BOARD DEVELOPMENT PLAN**
Report by Governance Officer
- 18:55 – 19:00 **11) DRAFT MINUTES OF MEETINGS OF BOARD
COMMITTEES (CONFIDENTIAL)**
a.) Search and Nomination Committee held on 19 January
2023
b.) Chairs Committee held on 02 March 2023
c.) PR&R Committee held on 02 March 2023
d.) LT&R Committee held on 21 March 2023 – *To Follow*
e.) HR Committee held on 23 March 2023 – *To Follow*

FOR NOTING

12) AOCB

13) DATE AND TIME OF NEXT MEETING

27 June 2023 at 4.30 p.m.

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



Board of Management

MINUTES of the BOARD OF MANAGEMENT HYBRID MEETING held via Room 202, Inverness Campus and Microsoft Teams on 07 February 2023

PRESENT:	Chris O'Neil, William Campbell, Donald MacKenzie, Mark Sheridan, Russell Edwards, Kelly MacKenzie, James Millar, Michael Beveridge, Dee Bird, Rojan Kumar Subramani, Arvinder Kainth, Amy Goodbrand, Tina Stones, Sally Blyth, Stephen Sheridan, Matthew Millward, Innis Montgomery & Gillian Galloway
CHAIR:	Mark Sheridan
APOLOGIES:	None
IN ATTENDANCE:	Vice Principal – Student Experience and Quality Vice Principal – Operations and External Relations Governance Officer Wendy Grindle Jane Davidson

The Chair welcomed everyone to the meeting.

Declarations of Interests

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

Closed Session – Board Creative Space

A closed session took place, which provided potential applicants to the Board of Management, an opportunity to discuss the role of the Board, the work which we undertake and the role of the EMT.

Amy Goodbrand joined the meeting.

Wendy Grindle left the meeting.

Jane Davidson left the meeting.

1. MINUTES

a.) Meeting of the Board of Management held on 13 December 2022

Decision: The minutes of the Board of Management Meeting held on 13 December 2022 were **AGREED** as a correct record and were **APPROVED**.

Item 01a.

b.) Confidential Note of Closed Session (CSN122022) held on 13 December 2022

Decision: The Confidential Note of the Closed Session (CSN122022) of the Board of Management Meeting held on 13 December 2022 was **AGREED** as a correct record and was **APPROVED**.

c.) Confidential Note of Discussion (CN-01-122022) held on 13 December 2022

Decision: The Confidential Note of Discussion (CN-01-122002) of the Board of Management Meeting held on 13 December 2022 was **AGREED** as a correct record and was **APPROVED**.

Stephen Sheridan joined the meeting.

2. OUTSTANDING ACTIONS

- **Partnership Agreement** – It was reiterated to the Board that updates to the Partnership Agreement have ceased whilst the work streams from UHI 24 are completed.
- **Business Solutions Team Presentation** – The Board was advised that it has been agreed by the Chair and Principal that the Business Solutions Team will be asked to present to the Board of Management. A date for this is to be agreed.
- **Procurement Strategy** – The Board was advised that we have yet to receive a copy of the draft procurement strategy. The Board noted EMT concerns over other Financial documents such as the Financial Regulations which have been identified as being out of date. Work will be carried out to ensure that all documents are reviewed and updated.
- **Finance Training** – The Governance Officer advised that finance training for Board members would form part of the Board Development and Training Plan which is currently being drafted and will be discussed at the March meeting.
- **Partnership Working** – The Board noted that this was discussed as part of the Board Away Day and will form part of further discussions within today's agenda.
- **External Effectiveness Review Action Plan** – The Board noted that a further review of the plan will be carried out by the Governance Officer in June 23.

3. AUDITED ACCOUNTS AND ANNUAL AUDIT REPORT

a.) UHI Inverness College Annual Audit Report by Ernst and Young

Item 01a.

The Principal advised that the Draft Minute of the Joint Audit and Finance and General Purposes Committee held on 24 January 2023 provides assurance that the Red RAG rating in respect of financial sustainability was given as a result of the challenges which the sector was facing and was not based on any specific actions that the College had or had not taken and that Ernst and Young had advised that this rating was consistent throughout the sector.

The Board discussed our current financial position and it was reiterated that our financial regulations and other finance policies and procedures require to be reviewed and updated.

The Board highlighted the need for financial information to be presented to them in a timely manner.

The Board discussed the internal audit recommendations which are outstanding.

Actions:

- It was **AGREED** that the Governance Officer and the Principal would facilitate the progression of the outstanding internal audit recommendation list.
- It was **AGREED** that an update on Audit Recommendations would be provided to the Board at each meeting.

Decision: The Board **APPROVED** the contents of the Annual Audit Report by Ernst and Young.

b.) Annual Report and Accounts for the year ended 31 July 2022

The Board was advised that the annual report and accounts for the year ended 31 July 2022 had been circulated outwith the pack of papers.

The Board noted that these had been subject to scrutiny by the EMT and through the Joint Audit and Finance and General Purposes Committee with the changes that had been made to the documents following the joint meeting being highlighted to the Board.

The Board welcomed our position and discussed our current HE numbers and was provided with an update in respect of the curriculum review and our current market orientation.

Decision: The Board **APPROVED** the contents of the Annual Report and Accounts for the year ended 31 July 2022.

c.) Draft Minute of the Joint Audit and Finance and General Purposes Committee held on 24 January 2023

The Board noted that a copy of the draft minute of the Joint Audit and Finance and General Purposes Committee had been provided within the papers.

d.) Letter of Representations

Item 01a.

i. Response in respect of oversight of management processes and arrangements.

The Board was advised that our responses to the oversight of management processes and arrangements had been highlighted in red within the document.

The Board noted the importance of ensuring that there is transparent reporting to the Audit Committee with visuals and KPI's being provided.

Decision: The Board **APPROVED** the contents of our response in respect of oversight of management processes and arrangements and **AGREED** that the Chair of the Board of Management would sign this letter.

ii. Letter of Representations to EY

The Board was advised that the Letter of Representations to EY demonstrated our role, responsibilities and diligence in respect of finance.

Decision: The Board **APPROVED** the contents of our letter of representations to Ernst and Young and **AGREED** that the Chair of the Board of Management would sign this letter.

e.) End of Year Return to SFC

Decision: The Board **APPROVED** the contents of the End of Year Return to SFC.

4. ANNUAL AUDIT COMMITTEE REPORT

The Governance Officer advised that this report had been to the Audit Committee for their comment and was then presented to the Joint Audit and F&GP Committee on 24 January 2023 who recommended that it come to the Board for final approval.

The Governance Officer advised the Board that this report provides information on the membership of the committee, committee attendance, terms of reference, internal and external audit and all other work undertaken by the Committee within the 2021/22 Academic Year.

The Board noted that if approved this report will then be submitted to our Regional Strategic Body.

Action: The Governance Officer will ensure that a copy of the HR Internal Audit is provided to the HR Manager.

Decision: The Board **APPROVED** the contents of the Annual Audit Committee Report.

5. CONFIDENTIAL SESSION – UHI 24 – REVITALISATION PROGRAMME

Item 01a.

A confidential discussion took place which provided the Board with space to discuss the UHI 24 – Revitalisation Programme (Note of Session: CN-01-022023).

6. PRINCIPAL'S REPORT

The Principal took the Board through a summary presentation which highlighted:

- FE and HE Performance against targets.
- FE and HE Recruitment (January and September 2023)
- Early Withdrawals
- Student Outcomes
- Our ethos towards students and the different methods of support which we are offering as a result of the cost-of-living crisis. It was highlighted to the Board that we have recently been awarded funding to support our free breakfast and lunch initiatives.
- Our social media performance and traditional promotions.
- KPI's
- Our progress in respect of our Quality Enhancement Plan

The Principal provided the Board with an update in respect of planning and college developments including:

- Our Education Scotland Review
- Our updated Academic/Professional Management Structure.
- The proposed enhancement of our curriculum management structure to support our delivery and enhance student experience.
- Sustainability
- Arm's Length Foundation (ALF). The Board noted that we had submitted 3 bids for funding from the ALF in respect of estates transformation and equipment.

The Board enquired as to the status of the Sports Pitch and was advised that progress is being made by the Council.

7. AOCB

The Chair advised that following the Extraordinary Board of Management Meeting held on 02 February 2023; steps are being taken to find solutions to ensure the stability of the Shared Finance Service with a confidential update being provided to the Board.

Decision: The Board **APPROVED** the confidential statement which would be sent by the Chair to the Chair of UHI North Highland.

8. DATE AND TIME OF NEXT MEETING

Tuesday 28 March 2023 at 4.30 p.m.

Board of Management – List of Outstanding Actions

29 June 2021				
Partnership Agreement	<p>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.</p> <p>Part 1 has been agreed in principle. Part 2 requires additional work, and a further draft is now being considered.</p> <p>This has been halted whilst actions from the UHI Revitalisation Programme are carried out.</p>	Principal	Ongoing	
05 October 2021				
Closed Session	The Business Solutions Team are to attend a Board Meeting to present the pro-active ways in which they are working.	Gov Off	Summer 23	
14 December 2021				
Procurement	<p>The updated procurement strategy will be taken to the F&GP Committee for review and then to the Board of Management for final approval.</p> <p>Work will be undertaken to ensure that the procurement strategy and other finance documents are reviewed and updated.</p>	EMT	Summer 23	

ITEM 02

10 February 2022				
Finance Update	The Governance Officer will source appropriate financial training for Board Members – this will be included within a development training plan for Board Members.	Gov Off	March 23	
28 June 2022				
Confidential Annex – Partnership Working	<p>The Principal will engage with potential partners and carry out due diligence in respect of proposals.</p> <p>The Principal and Chair are to visit with partner agencies in Mid-January and report back to the Board in February.</p>	Principal	February 23	
13 December 2022				
Review of EER Action Plan	A further review of the External Effectiveness Action Plan is to be carried out in June 2023.	Gov Off	June 23	
07 February 2023				
UHI Inverness College Annual Audit Report by Ernst and Young	The Governance Officer and Principal will facilitate the progression of the outstanding internal audit recommendation list. An update on the list will be provided to the Board at each meeting.	Gov Off & Principal	March 23	

Subject/Title:	UHI Student Criminal Offence Data Policy
Author: [Name and Job title]	UHI/Suzanne Stewart
Meeting:	Board of Management
Meeting Date:	28/03/2023
Date Paper prepared:	03/03/2023
Brief Summary of the paper:	The Board of Management are asked to approve the UHI Student Criminal Offence Data Policy which is a common Policy which has come from UHI. The LT&R Committee recommended this for Board approval on 21/03/23.
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]			
Freedom of Information Can this paper be included in “open” business* [Yes/No]			
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

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

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



Student Criminal Offence Data Policy

POL

Lead Officer (Post):	Vice Principal Student Experience and Quality
Responsible Office/ Department:	Data Control
Responsible Committee:	Learning, Teaching and Research
Review Officer (Post):	Data Controller
Date policy approved:	Click or tap to enter a date.
Date policy last reviewed and updated:	Click or tap to enter a date.
Date policy due for review:	10/10/2025
Date of Equality Impact Assessment:	Click or tap to enter a date.
Date of Privacy Impact Assessment:	Click or tap to enter a date.

Accessible versions of this policy are available upon request. Please contact the Governance and Policy Officer on 01463 279000.

Policy Summary

Overview	<p>Why is the policy required?</p> <p>This policy is required to provide a clear position on processing student criminal offence data across UHI and all partners.</p>
Purpose	<p>What will the policy achieve?</p> <p>The policy will provide a unified approach to processing student criminal offence data across the university partnership and ensure parity of student experience and compliance with data protection law</p>
Scope	<p>Who does the policy apply to?</p> <p>This policy applies to all applicants and students of UHI and all partners, regardless of mode or level of study.</p>
Consultation	<p>Who has been consulted on the policy, and who will be notified?</p> <p>The policy has been developed with feedback from key practitioner groups from the university partnership to ensure that best practice is reflected in the policy and accompanying procedures.</p>
Implementation and Monitoring	<p>Who will be responsible for implementing and monitoring the policy, and what resources/ costs will be incurred?</p> <p>Partners are responsible for ensuring that the policy and procedures are followed in their own organisation.</p>
Risk Implications	<p>What are the risk implications of this policy?</p> <p>The risk implications exist if academic partners do not comply with the policy. Partner institutions are responsible for monitoring compliance with the policy on an annual basis.</p>
Link with Strategy	<p>How is this policy linked to University strategy?</p> <p>This policy supports the UHI's commitment to provide a safe and supportive learning environment for all. It also aims to ensure that all partners comply with the UK GDPR for processing criminal offence data and rehabilitation of offender's legislation.</p>
Impact Assessment	Equality Impact Assessment: Completed 09/08/22. No action required.
	Privacy Impact Assessment: n/a

1. Policy Statement

- 1.1 UHI and partners are committed to providing a safe and supportive learning environment for students, staff, visitors, members of the public and external partners. This policy on processing student criminal offence data forms a key part of that commitment, alongside a suite of other policies and procedures.
- 1.2 UHI and partners are committed to the principles of equality of opportunity. This policy has been developed to ensure that applicants and students are treated fairly and transparently regarding admission and/or continuing studies with UHI and partner institutions.

As a general principle, UHI and UHI Inverness do not ask for student criminal offence data.

Applicants applying for particular programmes that include a work placement or community-based work e.g. education, health and social care, are required to register with Disclosure Scotland for a PVG check - see our Policy and Procedure on Protecting Vulnerable Groups (PVG) Scheme membership for students for further detail. UHI and UHI Inverness reserve the right in certain circumstances to withhold access to certain modules, courses, learning environments (physical and virtual) and placements following completion of a risk assessment if we are unable to provide a safe and supportive learning environment

2. Definitions

- 2.1 **UHI and partners:** The University of the Highlands and Islands is a virtual body, made up of 13 independent colleges and research institutions.
- 2.3 **Duty of Care:** Our responsibility to use professional expertise and judgement to protect and promote the best interests of students, staff, visitors, members of the public and external partners, and to ensure that we exercise an appropriate level of care towards them, as is reasonable within the parameters of our relationship.
- 2.4 **Risk assessment:** A process to assess the risk that may be posed to our community based on the disclosure of criminal activity or conviction (only where it is deemed to be significant and/or relevant to the course of study). In some circumstances this may involve more than one partner from the university partnership if a student engages with multiple campuses either physically or via a virtual platform.
- 2.5 **External agencies:** This may include police forces, prison services, social work departments, health services and support organisations.

3. Purpose

- 3.1. The purpose of this policy is to ensure there is a consistent system implemented across the UHI partnership for the processing of criminal conviction and criminal offence data when it has been disclosed to a staff member. This policy fits in a broader framework of policies which includes:
 - Fitness to practise guidelines (course-specific)
 - Gender Based Violence Policy (forthcoming AY22/23)
 - Mental Health Strategy
 - Placement and Externally Supported Learning Policy
 - Policy on Protecting Vulnerable Groups (PVG) Scheme membership for students
 - Safeguarding Policy

- Support to Study Procedure
- Student Code of Conduct
- Student Conduct Policy
- Student Disciplinary Procedure
- Student Mental Health and Counselling Policy
- Suicide Intervention and Risk Management Policy and Guidance

3.3 Data Sharing and Privacy

- 3.3.1 UHI Inverness is committed to protecting the rights and freedoms of individuals with respect to the collection and processing of their personal data. Disclosed criminal activity and criminal offence data, is treated in strict confidence and is normally only shared with staff who are directly involved in the risk assessment process or on a need-to-know basis, where applicable.
- 3.3.2 UHI Inverness has a statutory duty arising from the Counter-Terrorism and Security Act 2015 'to have due regard to the need to prevent people from being drawn into terrorism', known as the Prevent duty. Established protocols allow the sharing of Prevent-related concerns between relevant public bodies.
- 3.3.4 We encourage all applicants and students to disclose information about any relevant criminal convictions or police proceedings which may affect their ability to take part in/complete key aspects of their programme or placement. This includes personal restrictions or other conditions arising from court orders or parole conditions e.g. travel, contact with others and use of equipment.

3.5 UCAS Applications

- 3.5.1 For UCAS higher education applications, on certain courses where criminal convictions are relevant to an applicant's suitability, applicants will be asked to disclose any criminal convictions (including spent convictions).
- 3.5.2 UHI will process any information disclosed via UCAS in accordance with this policy.
- 3.5.3 Should applicants be applying through UCAS for a course where they are not required to disclose the information but are concerned about criminal convictions, they should contact the Admissions Dept to discuss confidentially.

3.6 External Agencies

- 3.6.1 UHI Inverness may receive information about an applicant or student from external agencies. Any information disclosed via external agencies will be treated in accordance with this policy.
- 3.6.2 UHI Inverness commits to working with external agencies as necessary, i.e. third sector, social work teams, police forces, Offender Management Units and Multi Agency Public Protection Arrangements (MAPPA), liaising with/being part of Child Protection & Adult Protection Committees locally.

3.7 Risk Assessments

Risk assessments are carried out where significant concerns exist based on the evidence of student criminal activity. All risk assessments should be completed anonymously e.g. the identity of the applicant/student should not be known and should only be identifiable by a reference number allocated by the Admissions Team. The risk assessment must be undertaken by an independent manager with appropriate training and experience, taking into account:

- Whether admission or retention of the individual would pose a significant and unacceptable risk to our community, including the individual, students, staff, visitors, members of the public and external partners either physically or virtually.
- Whether there are any specific requirements related to the course applied for (or being undertaken) which need to be considered, including placements, future employment, and membership of professional organisations.
- Type/category of offence; date of occurrence; any restrictions in place on the individual.

3.8 Support for applicants and students disclosing criminal offence data

3.7.1 We will offer support and guidance to applicants/students disclosing criminal offence data about course selection and career planning and advise on the scope for any potential course or placement adjustments.

3.7.2 Under some circumstances UHI Inverness may have no choice but to advise applicants/students that due to their circumstances supporting an application/retention on a course will not be possible. In this situation UHI Inverness will work with individuals to try to identify suitable alternatives.

4 Scope

4.1 This policy applies to all applicants and students of UHI and all partners, regardless of mode or level of study, at any point during application or whilst enrolled.

5 Exceptions

5.1 This policy applies without exceptions, exclusions, or restriction.

6 Notification

6.1 All staff who are involved in receiving criminal offence data and carrying out risk assessments should be familiar with this policy and procedure.

6.2 In addition to the staff identified in 6.1, Safeguarding Leads and Deputies should be familiar with this policy and procedure.

6.3 The policy will be publicly available on our website.

6.4 Relevant regional groups such as Admissions Sub-group, Safeguarding Group and Student Support Group will include any updates to the policy or procedure as an agenda item to ensure that staff group have an opportunity to discuss changes and best practice.

7 Roles and Responsibilities

- 7.1 UHI Inverness is responsible for ensuring relevant staff receive appropriate training and support to aid implementation of the policy.
- 7.2 UHI Inverness Board of Management are responsible for approving the policy, ensuring the legal compliance of the policy and ensuring that it is followed.
- 7.3 The Principal and the EMT are responsible for operational compliance with the policy set by the Board of Management and the Lead and Review Officers are responsible for ensuring the policy is reviewed to ensure currency. The Principal and EMT are also responsible for ensuring the operational effectiveness of the policy and making provision for training for all staff.
- 7.4 Safeguarding Leads and Deputies are responsible for supporting relevant managers tasked with completion of a risk assessment and providing advice and guidance to Admissions staff in relation to disclosures.

Legislative Framework

- [Children and Young People \(Scotland\) Act 2014](#)
- [Counter-Terrorism and Security Act 2015](#)
- [Data Protection Act 2018](#)
- [Equalities Act 2010](#)
- [UK General Data Protection Regulation \(GDPR\) 2021](#)
- [Mental Health \(Care and Treatment\) \(Scotland\) Act \(2003\)](#)
- [Police Act 1997](#)
- [Police and Fire Reform \(Scotland\) Act 2012](#)
- [Protection of Children and Prevention of Sexual Offences \(Scotland\) Act 2005](#)
- [Protection of Vulnerable Groups \(Scotland\) Act 2007](#)
- [Rehabilitation of Offenders Act 1974](#)
- [Sexual Offences Act 2003](#)
- [Sexual Offences \(Scotland\) Act 2009](#)

8 Related Policies, Procedures, Guidelines and Other Resources

- Complaints Handling Procedures
- Fitness to Practise Guidelines (course-specific)
- Gender Based Violence Policy (forthcoming AY22/23)
- Mental Health Strategy
- Placement and Externally Supported Learning Policy
- Policy on Protecting Vulnerable Groups (PVG) Scheme membership for students
- Safeguarding Policy
- Safeguarding Procedure
- Support to Study Procedure
- Student Code of Conduct
- Student Conduct Policy
- Student Disciplinary Procedure

- Student Mental Health and Counselling Policy
- Suicide Intervention and Risk Management Policy and Guidance

9 Version Control and Change History

Version	Date	Endorsed/ approved by	Amendment(s)	Author
0	August 2022	Partnership Council	New single policy	Steven Gregg
1				
2				
3				
4				

DRAFT

Subject/Title:	Schedule of Board of Management and Committee Meetings 2023-24
Author: [Name and Job title]	Lisa Ross Governance Officer
Meeting:	Board of Management
Meeting Date:	28 March 2023
Date Paper prepared:	21 March 2023
Brief Summary of the paper:	<p>Draft Schedule of Board and Committee Meetings for the Year 2023-24.</p> <p>Dates for meetings have been altered to ensure that there is sufficient time for minutes of all Committee Meetings to be included within Board Papers.</p> <p>Members are asked to consider the dates of the meetings.</p>
Action requested: [Approval, recommendation, discussion, noting]	Approval

Item 04a.

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 	Compliance – UHI Inverness Board of Management Standing Orders.		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Potential governance failure if meetings not held.		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/ No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

INVERNESS COLLEGE UHI - BOARD OF MANAGEMENT MEETINGS - 2023/2024 SCHEDULE

	Aug-23			Aug-23			Oct-23		Nov-23		Dec-23				Jan-24		Feb-24		Mar-24		Apr-24		May-24		Jun-24		Jul-24						
Sat							1																		1								
Sun							2								1						1				3		1						
Mon							2								2						2				4	Audit	2						
Tue	1						3	Board							3						3			1	5		3						
Wed		2					4		1						4		1				4		2		6	HR	4						
Thu		3					5		2	Chairs, S&N & PR&R					5		2				5		3		7		5						
Fri		4			1		6		3		1				6		3				6		4		8		6						
Sat		5			2		7		4		2				7		4				7		5		9		7						
Sun		6			3		8		5		3				8		5				8		6		10		8						
Mon		7			4		9		6		4				9		6				9		7		11	LT&R	9						
Tue		8			5	Audit	10		7		5	LT&R			10		7		5	Audit	10		8		12		10						
Wed		9			6		11		8		6				11		8		6		11		9		13		11						
Thu		10			7		12		9		7	Joint Audit & F&GP			12		9		7		12		10		14	F&GP	12						
Fri		11			8	F&GP	13		10		8				13		10		8		13		11		15		13						
Sat		12			9		14		11		9				14		11		9		14		12		16		14						
Sun		13			10		15		12		10				15		12		10		15		13		17		15						
Mon		14			11		16		13		11				16		13		11		16		14		18		16						
Tue		15			12		17		14		12				17		14		12		17		15		19		17						
Wed		16			13		18		15		13				18		15		13		18		16		20		18						
Thu		17			14	HR	19		16	HR	14				19		16		14	HR	19		17		21		19						
Fri		18			15		20		17		15				20		17		15		20		18		22		20						
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Sun		27			24		29		26		24				29		26		24		29		27		31		29						
Mon		28			25		30		27		25				30		27		25		30		28				30						
Tue		29			26		31		28		26				31		28		26	Board	30		29				31						
Wed		30			27				29		27				32		29		27				30										
Thu	31	Chairs, S&N & PR&R			28				30		28				31		29	Chairs, S&N & PR&R					31	Chairs, S&N & PR&R									
Fri					29						29								29				32										
Sat					30						30								30														
Sun											31								31														
College Closed/Academic Holidays				Additional School Holidays for the Highlands				Audit Committee				Tuesday 8.30 a.m.				F&GP Committee				Thursday 9.00 a.m.				LT&R Committee				Tuesday, 4.30 p.m.				Board Away Day - 07 February 2024	
Chairs, S&N & PR&R				Thursday 8.30 a.m.				Joint Audit & F&GP Committee				Provisional Date				HR Committee				Thursday 9.00 a.m.				Board of Management				Tuesday, 4.30 p.m.					

UHI | INVERNESS

Subject/Title:	OSCR Return for 2021-22
Author: [Name and Job title]	Lisa Ross Governance Officer
Meeting:	Board of Management
Meeting Date:	28 March 2023
Date Paper prepared:	22 March 2023
Brief Summary of the paper:	To provide the Board of Management with the draft return which is to be submitted to the Office of the Scottish Charity Regulator (OSCR) in respect of the College Financial Year 2021-22. The deadline for submission to OSCR is 30 April 2023.
Action requested: [Approval, recommendation, discussion, noting]	Approval for this information to be submitted to OSCR along with a copy of the signed Annual Accounts.

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	Compliance with OSCR Regulations.		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Risks associated with not submitting this information within the deadline.		
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

SECTION A

1. Accounting Reference Date ⓘ

31/07/2022

2. Gross Income * ⓘ ⓘ ⓘ

£ 28959281

3. Gross Expenditure * ⓘ ⓘ ⓘ

£ 30433210

4a. Does your charity publish its annual reports and accounts on its website? * ⓘ ⓘ ⓘ

☒ Yes ☐ No

4b. Copy & paste the link to your published accounts here * ⓘ ⓘ ⓘ

URLs must start with https:// or http:// or www

Enter Text

5. Total Number Of Charity Trustees * ⓘ

16

6. Total Number Of Paid Staff * ⓘ

590

7.a Does your charity have children and/or vulnerable adults as beneficiaries? * ⓘ

☒ Yes ☐ No

7.b If yes, can you confirm that your charity has appropriate policies in place to protect these vulnerable individuals? *

☒ Yes ☐ No

8. Does your charity receive income from investments (excluding bank interest but including income from stocks, shares, bonds etc.)? * ⓘ

☐ Yes ☒ No

9. Your charity's purpose, according to the Scottish Charity Register is ⓘ

The advancement of education; The advancement of health; The advancement of civic responsibility or community development; The advancement of arts, heritage, culture, or science; The advancement of public participation in sport.

10. In order to achieve this purpose, does your charity do any of the following? Please select all that apply * ⓘ

- ☐ Provide grants or donations to others
- ☒ Deliver services and / or hold meetings/sessions and / or undertake activities/events
- ☐ Undertake religious activities
- ☒ Provide facilities
- ☐ Campaign
- ☐ Other
- ☐ None of the above

SECTION B

B.1 When did the charity trustees last look at and consider the content of the charity's governing document? * ⓘ

☒ In the last 12 months ☐ Between 1 and 3 years ago ☐ Longer than 3 years ago ☐ Have never done this ☐ Not Known ☐ No copy

B.2 In the last financial year, did your charity operate with at least the minimum number of charity trustees required by your charity's governing document? * ⓘ

☒ Yes ☐ No

B.3 Does your charity have the following procedures in place? Please select all that apply. * ⓘ

- ☒ Trustees are provided with information about financial performance of the charity at least every 6 months
- ☒ Cheque books are kept in a secure place with access only by nominated persons
- ☒ More than one person authorises significant payments or expenditure
- ☒ Funds are banked without deduction of expenses
- ☒ Where the charity employs staff, statutory deductions (tax and NIC) are made from employees' wages and regularly paid to HMRC

B.4 Did any: (i) Charity trustee or (ii) Any Person or organisation connected to a charity trustee receive any payment or benefit from the charity in the last financial year? * ⓘ

☒ Yes ☐ No

B.4 a) Names of all persons/organisations who received a benefit *

See related parties disclosure in Annual Accounts (pages 60-61)

B.4 b) The total money or benefit, paid or provided to them during the year *

£ Enter amount

B.4 c) How many charity trustees received a payment or benefit or were connected to this person/organisation? *

5

B.5 Is your charity part of a group either as a parent or a subsidiary? * ⓘ

☐ Yes ☒ No

B.6 Did your charity receive 20% or more of its income from a person or organisation connected to a charity trustee in the last financial year? * ⓘ

☐ Yes ☒ No

B.4 a) Names of all persons/organisations who received a benefit *

See related parties disclosure in Annual Accounts (pages 60-61)

B.4 b) The total money or benefit, paid or provided to them during the year *

£ Enter amount

B.4 c) How many charity trustees received a payment or benefit or were connected to this person/organisation? *

5

B.5 Is your charity part of a group either as a parent or a subsidiary? * ⓘ

☐ Yes ☒ No

B.6 Did your charity receive 20% or more of its income from a person or organisation connected to a charity trustee in the last financial year? * ⓘ

☐ Yes ☒ No

SECTION C

Please provide a breakdown of the charity's income for the last financial year using the following categories:

C.1 Donations and legacies * ⓘ

£ 0

C.2 Charitable Activities * ⓘ

£ 28957407

C.3 Other Trading Activities * ⓘ

£ 0

C.4 Investments * ⓘ

£ 1874

C.5 Other * ⓘ

£ 0

C.6 Total Income * ⓘ

£ 28959281

Please provide a breakdown of the charity's expenditure for the last financial year using the following categories:

C.7 Raising Funds * ⓘ

£ 0

C.8 Charitable Activities * ⓘ

£ 30433210

C.9 Other * ⓘ

£ 0

C.10 Total expenditure * ⓘ

£ 30433210

C.11 Please enter the charity's net current assets * ⓘ

£ 5617516

C.12 Please enter the charity's total funds * ⓘ

£ 15541509

Confidential

Subject/Title:	UHI Halls of Residence Short Life Working Group Update
Author: [Name and Job title]	Vice Principal Student Experience & Quality Lindsay Snodgrass
Meeting:	Board of Management
Meeting Date:	28.03.23
Date Paper prepared:	14.03.23
Brief Summary of the paper:	This confidential paper sets out an update on the working group and joint action plan for UHI halls of residence following the Anderson Strathearn review. The Learning, Teaching and Research Committee on 21 March 2023 recommended that the Board approve the dissolution of the Short Life Working Group.
Action requested: [Approval, recommendation, discussion, noting]	Approval of Dissolution of Short Life Working Group
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 	Compliance Risk Management
Resource implications:	No If yes, please specify:
Risk implications:	Yes If yes, please specify: Operational: protection of children and vulnerable adults Organisational: incident management, confidentiality, reputational
Equality and Diversity implications:	Yes If yes, please specify: safeguarding vulnerable groups, including children, and creating a safe environment.
Consultation: [staff, students, UHI & Partners, External] and provide detail	NA

ITEM 04C

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 (S20)	x
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S22)		Its disclosure would constitute a breach of confidence actionable in court (S36)	x
Its disclosure would constitute a breach of the Data Protection Act (S38)	X	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.)	5 years		

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

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

Subject/Title:	Student Activity 2022/23
Author: [Name and Job title]	Jane MacLennan, Information Systems Manager
Meeting:	BOM
Meeting Date:	28 March 2023
Date Paper prepared:	27 March 2023
Brief Summary of the paper:	To provide the committee with an update on student activity for 2022/23.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with: a) compliance <ul style="list-style-type: none"> • partnership services • risk management • strategic plan • new opportunity/change 	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience
Equality and Diversity implications:	Yes – equity of the student experience
Consultation: [staff, students, UHI & Partners, External] and provide detail	n/a

ITEM 05

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 2022/23**Executive summary**

The report provides an update on student activity for 2022/23.

- Student Enrolments:

The core FE credit target for 2022/23 is 29,882, as at 27th March 2023 the total enrolments at FE level is 3,497 heads generating 29,383.5 credits which is 98.3% of target and an increase of 3,292 credits from the previous report in December 2022.

The PPF target for 2022/23 for Inverness College undergraduate students (excluding PGDE) with a fee status of Scottish or European is 1,441. As at 27th March the estimated FTE is 1,298.7 which is which is 90.1% of target and an increase of 112 FTE From the previous report.

- Withdrawals:

At the time of writing Early Withdrawals for FE Full time students is at 7% which is below end of year totals for the past 2 years. HE Full time Early Withdrawals is 5.2% which is higher than previous years.

- Recruitment for September 2023:

Recruitment for September 2023 is ongoing. There has been a significant increase in the number of applications received for FE courses from 2021/22.

Main body of information**Student enrolments against targets 2022/23.**

The core FE credit target for 2022/23 is 29,882 this includes both core learning of 29,511 and 371 credits to be generated from Foundation Apprentices. It is anticipated that we will achieve our credit target, based on Modern Apprentice enrolments yet to commence.

Credit Target		Actual Credits		% of Target
2020/21	29,439	01/04/2021	23,291	79.2%
2021/22	30,695	01/04/2022	27,709	90.3%
2022/23	29,882	27/03/2023	29,383	98.3%

The PPF target for 2022/23 for Inverness College undergraduate students (excluding PGDE) with a fee status of Scottish or European is 1,441.

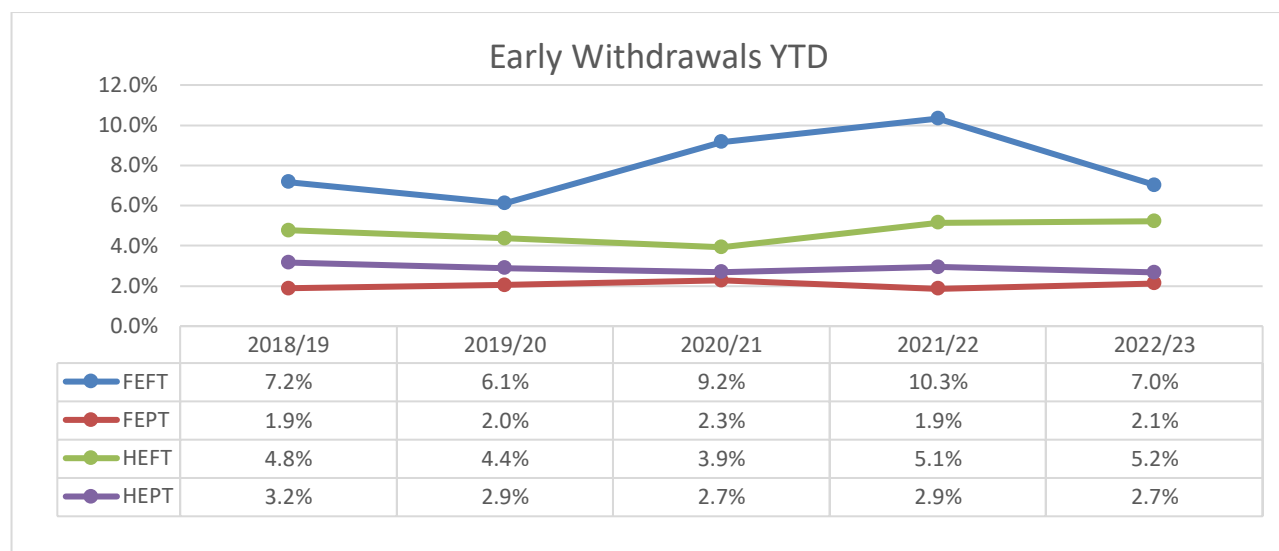
PPF FTE target		Estimated FTE		% of Target
2020/21	1,491	01/04/2021	1,533	102.8%
2021/22	1,556	01/04/2022	1,377	87.4%
2022/23	1,441	27/03/2023	1,299	90.1%

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Once the module attachment is complete for 2022/23 it is expected our FTE will rise to 1,307 which is 90.7% of target.

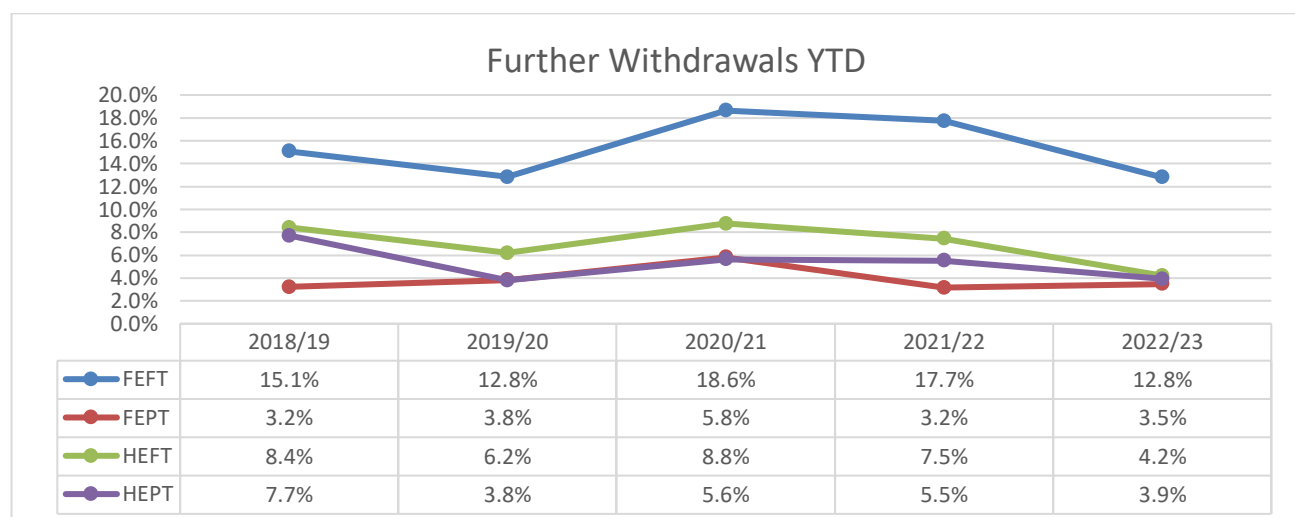
Withdrawal's summary

Following a decline, early withdrawals increased for FE full time students for the three years from 2019/20 to 2021/22. The chart below shows the end of year figures for previous years and the year to date for 2022/23.



It is anticipated that early Withdrawals will remain lower than the peaks of 2020/21 and 2021/22 for FEFT students. For comparison, at 1st April 2022, FEFT early withdrawals were at 10%, and HEFT at 5.1%.

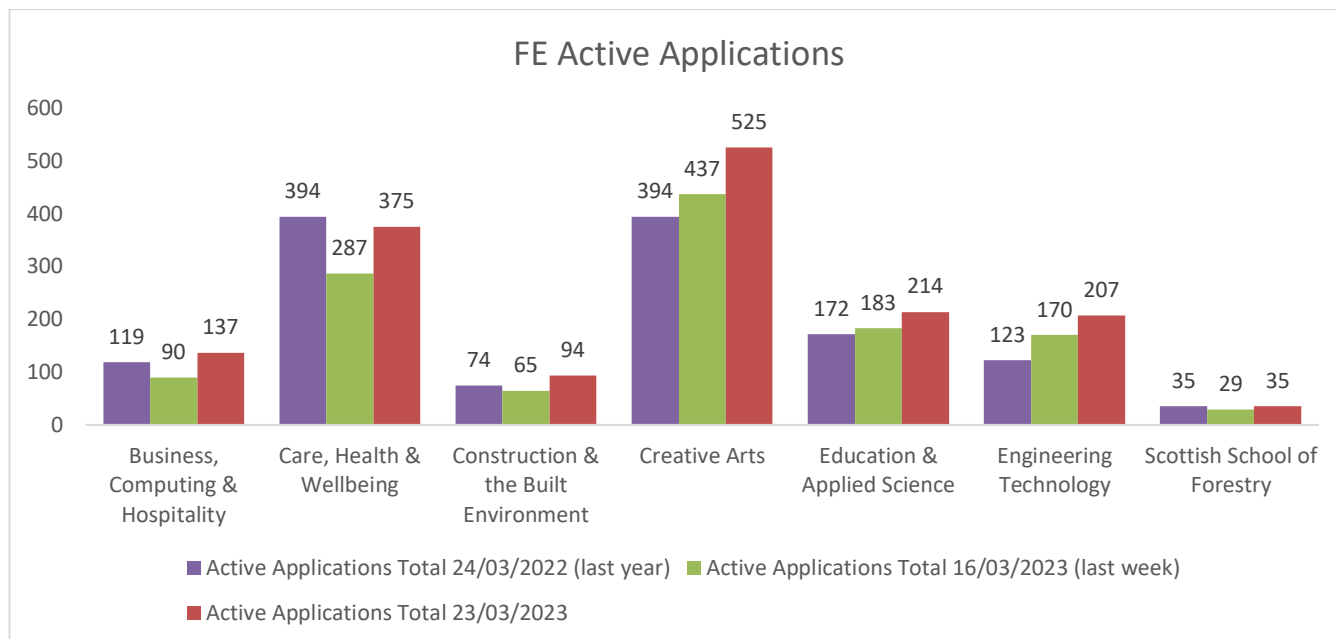
The chart below shows the end of year figures for previous years and the year to date for 2022/23 for Further Withdrawals.



For comparison, at 1st April 2022, FEFT further withdrawals were at 14.1%, and HEFT at 5.5%.

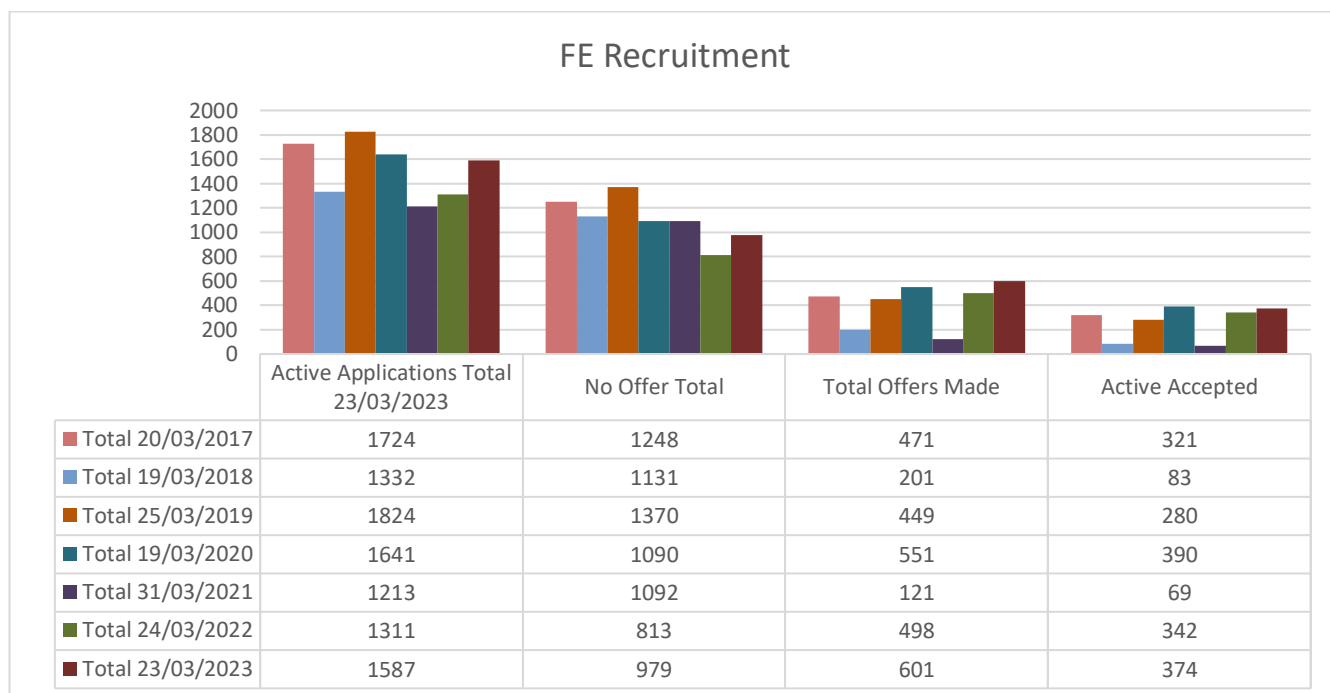
Recruitment for September 2023

Recruitment for September 2023 is ongoing.



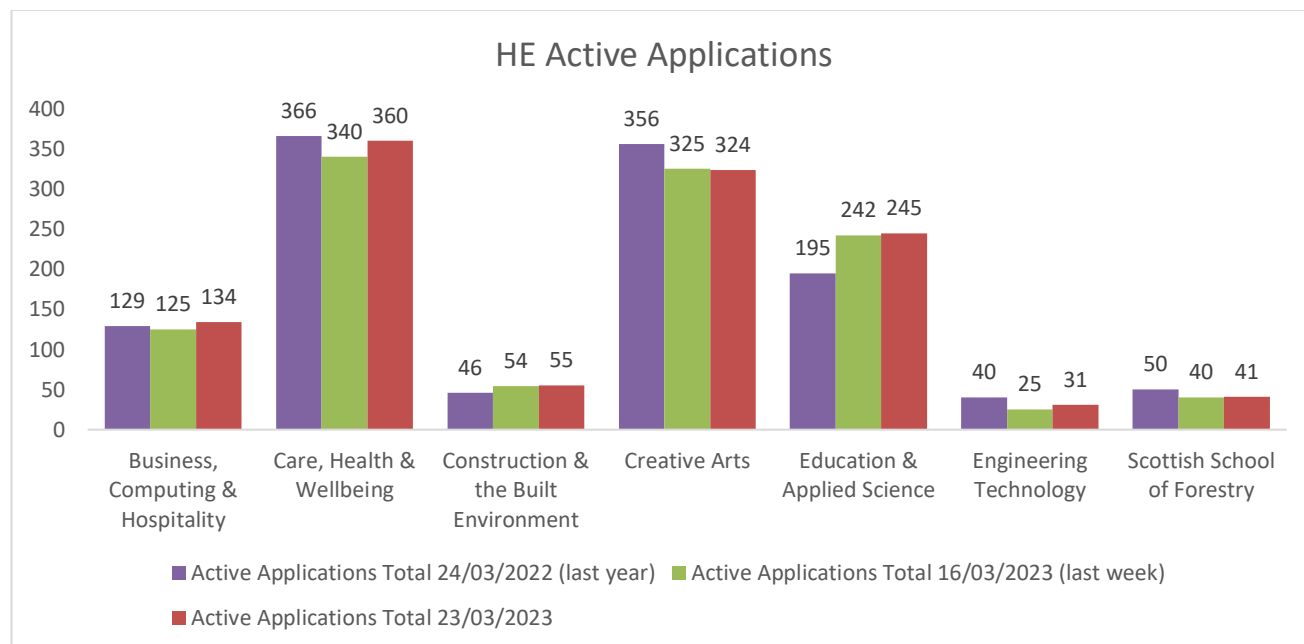
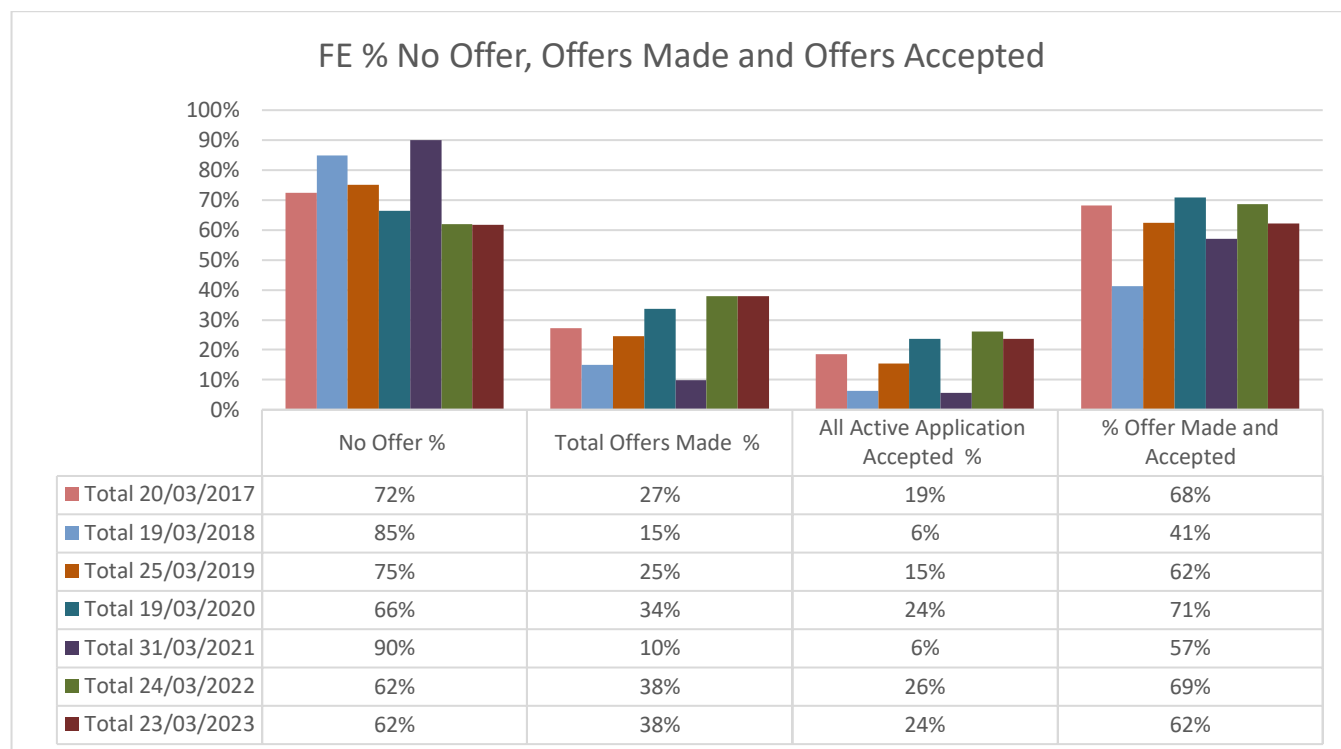
FE active applications are increasing on a weekly basis, for example they increased by 25.9%, from 1,261 on 16th March 2023 to 1,587 on 23rd March 2023. An additional 326 active applications.

Senior Phase course applications currently account for 42% of our applications.



ITEM 05

Total offers made at FE is at it's highest over the period in the summary chart above, acceptances are also higher than last year, and have increased from 280 on 16th March 2023 to 374 on 23rd March 2023.

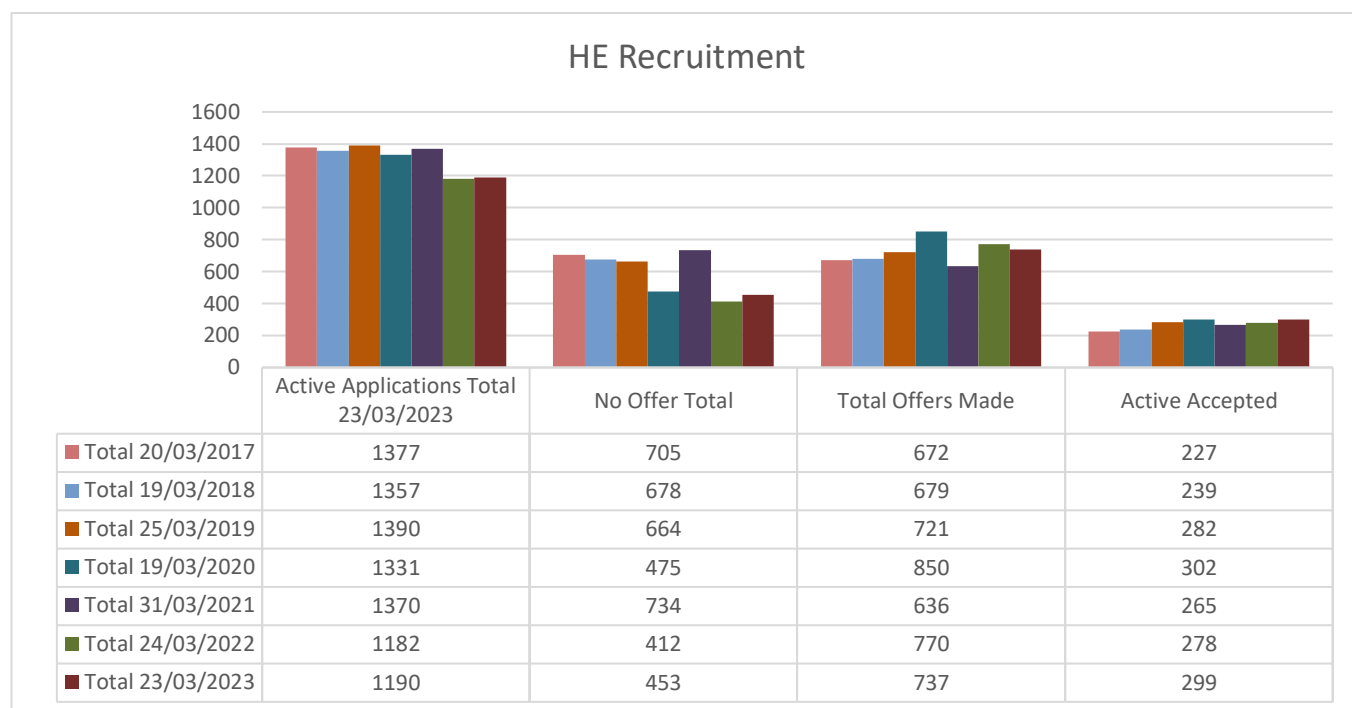


HE active applications have increased 3% from 1,151 on 16th March 2023 to 1,190 on 23rd March 2023.

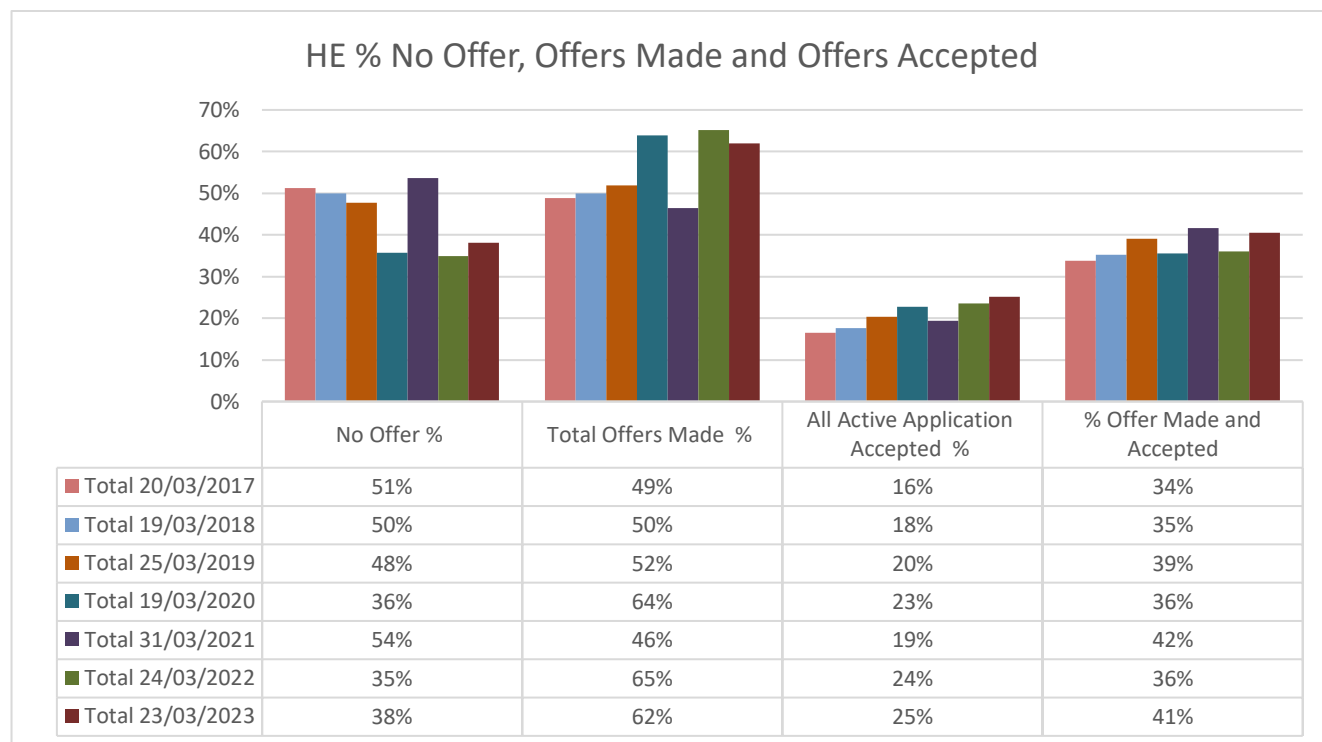
512 of our current applications are for HNC or HND, up from 478 on 16th March 2023 and 349 last year.

ITEM 05

423 of our current applications are for degree level study, down from 430 on 16th March 2023 and 450 last year.



Total offers made at HE is 62%, which is lower than 65% last year, however offers accepted at 25% is higher than previous years.



Subject/Title:	Principal's Report
Author: [Name and Job title]	Professor Chris O'Neil Principal
Meeting:	Board of Management
Meeting Date:	28 March 2023
Date Paper prepared:	23 March 2023
Brief Summary of the paper:	<p>This report provides the Board of Management with an overview of new and continuing activity including:</p> <ul style="list-style-type: none">• Organisational Development• Education Scotland Visit• UHI 2024• Highlights and Successes
Action requested: [Approval, recommendation, discussion, noting]	For Discussion

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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	Partnership Services, Compliance, Risk Management.		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Shared Services		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes /No If yes, please specify: Education Scotland Visit, UHI 2024 – Review of Curriculum		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)	Y	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:	Health & Safety Annual Report Quarter to end February '23
Author: [Name and Job title]	Georgina Parker, Vice Principal
Meeting:	Board of Management
Meeting Date:	28 March 2023
Date Paper prepared:	20 March 2023
Brief Summary of the paper:	To provide the Board of Management with a quarterly report on matters pertaining to health and safety.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> compliance partnership services risk management strategic plan new opportunity/change 	
Resource implications:	No If yes, please specify:
Risk implications:	No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	Health and Safety Committee, comprising a cross section of the college including management, staff and trade union reps.

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Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)	Y	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.)			

Subject/Title:	Board Development Plan
Author: [Name and Job title]	Lisa Ross Governance Officer
Meeting:	Board of Management
Meeting Date:	28 March 2023
Date Paper prepared:	22 March 2023
Brief Summary of the paper:	<p>This paper presents the draft Board Development Cycle of interconnected activities which will maintain and ensure the effectiveness of the Board. This cycle includes:</p> <ul style="list-style-type: none"> • Recruitment and Cultivation of Board Members • Engagement with Stakeholders • Training and Development of Board Members • Board Effectiveness Reviews <p>From this cycle an Annual Programme for Stakeholder Engagement and an Annual Training Plan will be developed for the upcoming Academic Year.</p>
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <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 	Ensuring Board Compliance with Code of Good Governance and Code of Conduct.
Resource implications:	Yes / No If yes, please specify: Training costs.
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Risk if Board is not compliant with relevant legislation and governance.

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Equality and Diversity implications:	Yes/No If yes, please specify:		
Student Experience Impact:	Yes/No If yes, please specify: Board Members to engage with students as part of the Annual Programme of Stakeholder Engagement		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

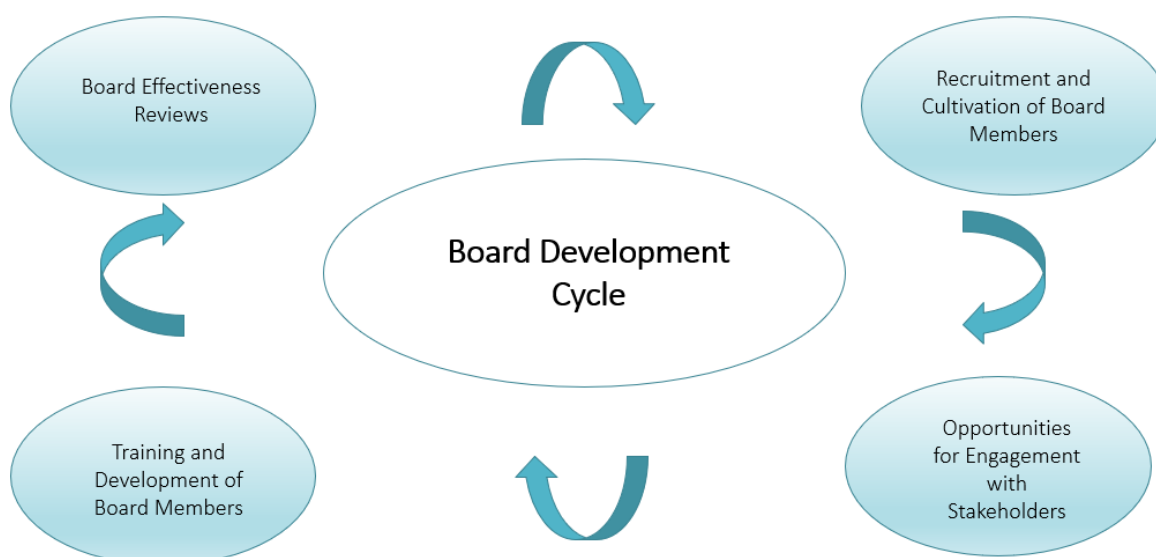
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Background

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

Board Development Cycle

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



Recruitment and Cultivation of Board Members

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

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

Item 10.

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

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

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

Actions Required:

- Board Members should have a debrief session following each Committee and Board Meeting. These debriefs will allow members to discuss what went well, what did not go well and any improvements which can be made. These debrief sessions will be a relaxed discussion among colleagues, rather than a formal meeting and should allow members to develop stronger relationships with each other. Any important feedback or actions required from these sessions should be relayed back to the Chair or Governance Officer.
- All members of the Board to be provided with an updated copy of the Board Member Handbook.

Opportunities for Engagement with Stakeholders

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

Actions Required:

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

Item 10.

- Bi-Annual Board Surgeries where staff and students can meet with the Chair and/or a small group of Board Members to discuss, their achievements and/or any concerns they may have. Dates for these surgeries will be advertised to both staff and students. All items highlighted by staff or students will be raised with the EMT to ensure that appropriate action or feedback is given.
- Regular Campus Tours will be arranged.
- Board Members will be invited to attend the Graduation Ceremony and other appropriate events throughout the year.
- The Governance Officer in conjunction with the Committee Chairs and relevant members of the EMT will agree creative space sessions for each Committee. Relevant members of staff and/or external agencies will be asked to present items of interest for each Committee to allow members a greater understanding of pertinent areas.

Training and Development of Board Members

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

Actions Required:

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

- Audit Training – The Governance Officer will liaise with OnBoard Training and all members will undertake this training.
- Finance Training – The Governance Officer will liaise with the Shared Finance Team over a session on understanding Capital Monitoring, Budget Monitoring, SFC Forecasting and Annual Accounts.
- Corporate Parenting Training – The Governance Officer will liaise with the Highland Council and all members will undertake this training.
- Board Members will be advised of upcoming OSCR, CDN and any other relevant training. The training plan will be updated as new training sessions are identified.

Board Effectiveness Reviews

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

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

Next Steps:

The Governance Officer will carry out all highlighted actions and will bring to the Board for approval in June 2023, the Annual Programme for Stakeholder Engagement and the Annual Training Plan for the upcoming Academic Year.