

**UHI INVERNESS BOARD OF MANAGEMENT
DEVELOPMENT & ACTION PLAN
FROM EXTERNAL EFFECTIVENESS AND RSB'S REVIEWS
FOR 2025-26**

2020 BOARD OF MANAGEMENT DEVELOPMENT PLAN FROM EXTERNAL EFFECTIVENESS REVIEW

No	Status	Improvement Area	Recommendation	Action	Significance	Action Owner	Timescale	Comments & Updates
1	Ongoing	RSB & college working relationship	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.	Medium	Principal & Chair of Board of Management	Ongoing	<p>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.</p> <p>December 2021 Review: The Principal and the Interim Chair of the Board of Management continue to meet and work with the Vice Chancellor and Principal of UHI and the Chair of Court.</p> <p>December 2022 Review: The Principal and Chair are continuing to work with Executive Office and partners in respect of UHI 2024.</p> <p>June 2023 Review: The Board noted that this action remains as ongoing whilst all workstreams within UHI 2024 are completed.</p> <p>June 2024 Review: The Board noted that this action remains as ongoing whilst all workstreams within UHI 2024 have been paused.</p> <p>June 2025 Review: The Board noted that this action remains as ongoing whilst all workstreams within UHI 2024 have been paused.</p>

BOARD OF MANAGEMENT DEVELOPMENT PLAN FROM EXTERNAL EFFECTIVENESS REVIEW 2025								
No	Status	Improvement Area	Recommendation	Action	Significance	Action Owner	Timescale	Comments & Updates
1	Ongoing	Strategic Planning	As part of the strategic planning process consideration should be given to a stakeholder mapping exercise. This would enable all members to better understand the wider operating environment and support effective decision making.	The Board to seek input from local communities to improve strategic goals and objectives going forward.	Medium	The Principal & the Chair of the Board	August 2026	Update at 20/01/2026: As part of the transformation process the college and the Board have adopted a holistic approach when measuring impact of the process on local communities and seeking input from wider stakeholder groups. This process will continue in line with the transformation project being developed further.
2	Ongoing			The Governance Officer to contact Marketing to collate a list of all stakeholder groups involved in the strategic planning exercise.	Medium	Governance Officer	August 2026	
3	Ongoing	Committee Membership	Committee membership should be reviewed on an annual basis to ensure the best match of skills to the work of the committees but also to provide members the opportunity to develop their knowledge and experience.	The Board to review Committee membership on an annual basis to ensure best skills' match and to provide development opportunities for members.	Medium	The Chairs & Governance Officer	December 2026	Update as 20/01/2026: The Board reviews the membership list on an annual basis, standing item for Chairs Committee meeting in May, but also at Search & Nominations Committee meetings called to address Board vacancies, usually scheduled once per year. The new Skills Matrix template will be used to provide targeted development sessions for all Members.
4	Complete	Team Building	Although there is an excellent range of skills and experience across the Board there is a high proportion of relatively new members, plus the new co-opted members. It is important to keep building the 'new' Board team, allowing space for members to build effective working relationships. The strategic planning process should provide a useful platform for team building.	The Board to ensure there are ample opportunities for Board Members, especially new Members, to build effective working relationships.	Medium	The Chair of the Board & Governance Officer	December 2026	Update at 20/01/2026: All Board meetings are offered as hybrid meetings, with more Members coming to meetings face-to-face than joining via Microsoft Teams link. The newly introduced Creative Sessions and ongoing training are also be offered as hybrid meetings.
5	Ongoing			The Committees to meet at least once a year for a face-to-face meeting.	Medium	The Chairs & Governance Officer	December 2026	
6	Ongoing	New Members	Ensure that new members benefit from the induction training, build confidence and quickly 'find their voice'.	The 'budding up'/ mentoring of new Committee Members with experienced Members to be organised. Committee Ambassadors to be allocated.	Medium	The Chairs & Governance Officer	December 2026	Update at 20/01/2026: The new Co-Opted Member of the LTR Committee, John Pocock, has been buddied up with Committee's Observer, [REDACTED] TEL for Technology, Environment and Education.
7	Ongoing			Finance training session to be organised for all Members to explain and highlight the UHI/RSB aspect of college's financial responsibilities.	Medium	The Director of Finance & Estates & Governance Officer	December 2026	

2025 BOARD OF MANAGEMENT DEVELOPMENT PLAN FROM RSB EFFECTIVENESS REVIEW

No	Status	Improvement Area	Recommendation	Action	Significance	Action Owner	Timescale	Comments & Updates
1	Ongoing	Paper Quality and Accessibility	Introduce mandatory executive summaries and clearer cover sheets.	Ensure all reports coming to Board and Committee meetings have mandatory executive summaries and clear cover sheets.	Medium	Governance Officer	December 2026	Update at 20/01/2026: This process started in January 2025 with majority of papers submitted having cover sheets and executive summaries provided. In 2024 the Governance Officer started providing summaries of all papers coming to Board which are then reviewed with Student Members, Chair of the Board and Governance Officer prior the meeting.
2	Superseded	Paper Quality and Accessibility	Provide papers earlier (ideally two weeks in advance) for proper scrutiny.	The Board decided that existing timeline of papers being provided a week before the meeting was sufficient and in line with approved Standing Orders.	Medium	Governance Officer	Superseded	
3	Complete	Performance Oversight	Extend formal appraisal processes to include wider executive teams.	Ensure EMT Members take part in annual appraisal process.	Medium	The Principal	Complete	Update at 20/01/2026: The EMT Members take part in an annual PRD process with forms completed and kept by HR.
4	Complete	Performance Oversight	Use structured KPIs and dashboards to support monitoring.	Ensure KPIs and dashboards are used to support data monitoring.	Medium	The Head of Operations and Business Performance & Governance Officer	Complete	Update at 20/01/2026: KPI Matrix trackers and dashboards are widely used by all teams.
5	Ongoing	Board Development and Succession	Strengthen induction and ongoing training.	Ensure the induction and ongoing training opportunities are available to all Members.	Medium	Governance Officer	December 2026	Update at 20/01/2026: Induction and training process will be strengthened to include all development needs that will be indicated by Members once the new Skills Matrix document has been approved and completed.
6	Complete	Board Development and Succession	Address succession planning and recruitment to fill skills gaps.	Ensure efficient succession planning and recruitment is in place.	Medium	Chair of the Board, Chairs & Governance Officer	Complete	Update as 20/01/2026: The Board reviews the membership list on an annual basis, standing item for Chairs Committee meeting in May, but also at Search & Nominations Committee meetings called to address Board vacancies, usually scheduled once per year.
7	Complete	Strategic Time and Space	Increase use of development days and informal workshops.	Ensure there are numerous opportunities for informal workshops and regular development days.	Medium	Chair of the Board, Chairs & Governance Officer	Complete	Update at 20/01/2026: Annual Board Away (Board Development Day) takes place in February each year. In 2025 the Board started scheduling additional Creative Sessions, informal workshops with opportunities to meet staff and students. One session took place in November 2025 with additional two planned to take place before June 2026.
8	Complete	Strategic Time and Space	Reduce operational overload in meetings to focus on long-term planning.	Ensure there is time in meetings for Board and Committee discussions.	Medium	Governance Officer	Complete	Update at 20/01/2026: The Board adopted new approach in October 2025, to extend the list of items approved by Board via written procedure, to free up time for discussions. This approach aligns with paragraph 2.7 of Board Standing Orders last approved in June 2025.
9	Ongoing	Audit and Risk Strengthening	Improve engagement and attendance at Audit Committees.	Ensure all Committee meetings are quorate and Members have sufficient skills to enable engagement.	Medium	Governance Officer	December 2026	Update at 20/01/2026: There is continued focus from the Audit Chair to improve engagement and attendance at Committee meetings. Governance Officer contacts all Members before meetings to ensure they are quorate. The new Skills Matrix will also address development need in order to improve engagement.
10	Complete	Audit and Risk Strengthening	Ensure robust action tracking and escalation processes.	Robust action tracking and escalation process to be put in place.	Medium	Governance Officer	Complete	Update at 20/01/2026: The Governance Officer contacts all Members prior all meetings by WhatsApp to ensure the meetings are quorate. All actions added to trackers are reviewed on a monthly basis by the Governance Officer and the Head of Operations and Business Performance to monitor and review progress, with action owners notified by email.
11	Ongoing	Communication and Transparency	Enhance communication between Boards and the RSB.	Clear and robust communication channels to be built and/or enhanced between the Board and the RSB.	Medium	All	December 2026	Update at 20/01/2026: To date a number of meetings took place between the Board and RSB to update on the transformation process. The Chair of the Board attends UHI Court meetings and a Member of the Court attends meetings of the Board.
12	Ongoing	Communication and Transparency	Use technology (e.g., dashboards) to streamline governance processes.	Enhance use of technology to streamline governance processes.	Medium	Governance Officer	December 2026	Update at 20/01/2026: The Governance Officer has used WhatsApp to contact Members about important emails, to ensure meetings are quorate and to enhance communication since 2023. There is plan to create a dashboard with all Board and Committee actions collated before summer 2026.