

**Board of Management**

**MINUTES of the BOARD OF MANAGEMENT HYBRID MEETING held via Microsoft Teams and in room 203/204 on 03 February 2026.**

**PRESENT:** Victoria Erasmus, Chris O’Neil, Janette Campbell, Jane Davidson, Paul Shanks, Annie Nelson, Innis Montgomery, David Stewart (via Teams), Wendy Grindle (via Teams), Donald MacKenzie, Heather Keyes, Chloe Young, Lindsay Ferries (via Teams), Anthony Standing, Oliver Sweeney, Pauline Tuthill, Conrad Copeland (via Teams), Rojan Kumar Subramani (via Teams), Arvinder Kainth (via Teams) & John Pocock

**CHAIR:** Victoria Erasmus

**APOLOGIES:** Sally Blyth & Paul Travill

**IN ATTENDANCE:** Vice Principal – Curriculum, Operations and External Relations  
Vice Principal – Curriculum, Student Experience and Quality  
Director of Finance and Estates  
Operations and Commercial Manager  
Governance Officer

The Chair welcomed everyone to the meeting and introductions were made.

The Governance Officer confirmed that the meeting was quorate.

**Declarations of Interests**

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

**1. MINUTES**

**a.) Meeting of the Board of Management held on 16 December 2025**

**Decision:** The minutes of the Board of Management Meeting held on 16 December 2025 were **AGREED** as a correct record and were **APPROVED**.

**b.) Confidential Note (CN-BoM-01-122025) held on 16 December 2025**

**Decision:** The Confidential Note (CN-BoM-01-122025) of the Board of Management Meeting held on 16 December 2025 was **AGREED** as a correct record and was **APPROVED**.

**c.) Confidential Note (CN-BoM-02-122025) held on 16 December 2025**

**Decision:** The Confidential Note (CN-BoM-02-122025) of the Board of Management Meeting held on 16 December 2025 was **AGREED** as a correct record and was **APPROVED**.

**2. OUTSTANDING ACTIONS**

- **FE / HE Course Fees – ONGOING** - The variations of credit based funding across partnership to be raised with UHI.  
**Update 24/06/2025:** The matter has been raised with the Chair of the Court. An update is expected after the next UHI Court meeting.  
**Update at 07/10/2025:** The Chair of the Board will re-check the status of this action with EO.  
**Update at 08/12/2025:** This action is being reviewed as part of the FBC process.  
**Update at 03/02/2026:** This action is being reviewed as part of the FBC process.
- **Topslice Increase for 2025/26 – ONGOING** - Reasons for the increase in topslice for 2025/26 to be discussed with EO.

**Update at 07/10/2025:** The Chair of the Board will re-check the status of this action with EO.

**Update at 08/12/2025:** This action is being reviewed as part of the FBC process.

**Update at 03/02/2026:** This action is being reviewed as part of the FBC process.

- **Financial 5 Year Plan – Timeline – ONGOING** - Clear timelines to be included within the financial 5 year long-term plan to reduce the operational deficit.

**Update at 07/10/2025:** EMT is looking at different processes to establish areas for efficiency measures. Concerns were raised about cash position and FFR dropping but topslice rising. The Chair of the Board requested that the FGP Committee also be informed of these concerns and provided with an update.

**Update at 16/12/2025:** This action is still ongoing.

**Update at 03/02/2026:** This action is still ongoing.

- **Financial 5 Year Plan – Discussions – ONGOING** - Discussions to take place regarding the financial 5 year long-term plan with the RSB and SFC.

**Update at 07/10/2025:** Session to be scheduled.

**Update at 16/12/2025:** This action is still ongoing.

**Update at 03/02/2026:** This action is still ongoing.

- **Principal's Report – QAA Process – ONGOING** - Feedback about the new QAA process to be shared with EO and SFC. There is a need for more frequent meetings.

**Update at 07/10/2025:** Feedback to be shared with EO and SFC.

**Update at 08/12/2025:** QAA reporting process might change with any new structure emerging from the Transformation process.

**Update at 03/02/2026:** This action is being reviewed as part of the FBC process.

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- **FBC Update & Discussion – ONGOING** - Due to time constraints, the Members had been asked to contact the Chair of the Board with questions regarding the Transformation process.

**Update at 08/12/2025:** This action is part of ongoing current discussions with the EO and has been minuted at Committee and Board level.

**Update at 03/02/2026:** This action is still ongoing.

- **Student Activity & Recruitment – ONGOING** - Suggestion has been made to maximise income streams by widening the commercial offer in place to tap into important revenue streams.

**Update at 16/12/2025:** Meeting is being scheduled with RKS & and the Operations and Commercial Manager.

**Update at 03/02/2026:** Meeting scheduled for Thursday 19/02/2026.

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

- **Student Activity & Recruitment – ONGOING** - The Board expressed concerns that the current FE credit allocation is distributed by EO based on historic pre-Covid demand. There is a need for the value of the credit and credit existing allocation to be reviewed and evaluated in light of current demand.

**Update at 16/12/2025:** Meeting is being scheduled with AS & and the Operations and Commercial Manager.

**Update at 03/02/2026:** Meeting took place on Friday 16/01/2026.

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

### 3. ITEMS APPROVED VIA WRITTEN PROCEDURE

The Governance Officer spoke to her report and provided the Board with a list of items that had been approved via written procedure since December 2025 meeting.

Following items had been **APPROVED**:

#### 1. Governance Reports

a.) Annual Audit Report 2024/25

b.) Self-Evaluation and Action Plan (SEAP) Report 2024/25

**2. Policies for Approval**

- a.) Student Conduct Policy
- b.) Business Continuity Policy
- c.) Waste Management Policy
- d.) Supporting Probation Policy
- e.) Public Interest Disclosure Policy (coming directly to Board for approval)
- f.) ICT Business Continuity Policy

**Decision:** The Board **APPROVED** the Items Approved via Written Procedure.

The Chair decided to go to agenda item 12 Planning & Monitoring – Curriculum & Business Performance (Confidential) next.

**12. PLANNING & MONITORING – CURRICULUM & BUSINESS PERFORMANCE (CONFIDENTIAL)**

The Board were provided with a CONFIDENTIAL report by the VP Curriculum, Operations and External Relations, Confidential Note (CN-BoM-01-022026).

*John Pocock joined the meeting.*

**4. VS PROPOSAL (CONFIDENTIAL)**

**&**

**5. RESEARCH FINANCIAL PERFORMANCE REVIEW & RECOMMENDATIONS (CONFIDENTIAL)**

The Chair decided that both confidential items should be discussed jointly.

The Board were provided with two CONFIDENTIAL reports by the VP Curriculum, Operations and External Relations, Confidential Note (CN-BoM-02-022026).

Due to time constraints the Chair of the Board decided that the discussion about both items will be continued during the Board Away Day on 04/02/2026 before a decision will be taken.

**Officer's Note:** After further discussions on 04/02/2026 the Board of Management has approved the VSS proposal in principle as part of the financial recovery plan, subject to the Board being informed of each step of the process presented by the Principal during his Principal's Update report. The EMT have been tasked with starting the process by seeking approval from the RSB.

**Decision:** The Board **APPROVED** the Voluntary Severance Scheme.

After further discussions on 04/02/2026 the Board of Management did not approve the Research Financial Performance Review & Recommendations report, subject to pending further discussion and direction with the Chair of the Court. The Chair of the Board of Management will speak to the Chair of the Court about proposed next steps within the process, with the Board being informed of the discussion in due course.

**Decision:** The Board **DID NOT APPROVE** the Research Financial Performance Review & Recommendations report, subject to pending further discussion and direction with the Chair of the Court.

## **6. FBC UPDATE & RESPONSE TO JANUARY MEETING**

The Chair of the Board decided that this item will be discussed at the Board Away Day on Wednesday 04/02/2026 under agenda item 3 FBC Update & Discussion.

## **7. SELF-EVALUATION SESSION UPDATE**

Due to time constraints the report was taken as read and the Chair of the Board asked all Members to send any comments regarding the Self-Evaluation Session Update to herself and the Governance Officer.

## **8. KPI MATRIX**

Due to time constraints the report was taken as read and the Chair of the Board asked all Members to send any comments regarding the KPI Matrix report to herself and the Governance Officer.

## 09. PRINCIPAL'S REPORT

The Chair of the Board decided that this item will be discussed at the Board Away Day on Wednesday 04/02/2026 under agenda item 3 FBC Update & Discussion.

### **Officers Note at 04/02/2026:**

The Principal spoke to his report and provided the Board with an update about ongoing college activities.

Following items were discussed in greater detail:

- Institutional Health - efficient and effective business approach
- Current financial position of the college
- Balanced budget plan
- UHI Transformation update

The Principal reported a culture shift noted within the college in regard to the ongoing transformation process and the need for clear communication to be shared with the RSB about UHI Inverness's achievements and how to protect them going forward. Two word cloud documents were shared with the Board to reflect feedback gathered from staff regarding the transformation process. Concerns were raised that to date only the Boards, Principals and senior management have been given access to the FBC document with wider college staff still unable to read the document.

It was suggested that UHI partnership should be demand led to even better address the needs of the region. The Principal brought to the Board's attention recent investments into the social space for students, new art space and the sustainable construction centre.

The Board welcomed the report and discussion about the UHI NWH merger, distribution of funds within UHI and their impact on regional curriculum delivery took place. The Members positively commented on additions made to the campus to improve student journey and commented that college has increased its

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reputational value by adopting new approaches to the curriculum planning process. Discussion about current GA numbers, internal validation processes of planned programmes and increased rates of students that applied but did not start (DNS) took place. Suggestion was made that the college should create a forward plan to identify factors, within and outwith college's control, affecting institution's growth to support the curriculum planning process going forward.

The Board expressed concerns in regard to the still unconfirmed by the SFC budget and added that by progressing a deficit budget the college is showing its commitment to progress and growth. Discussion about the financial aspect of the FBC in light of the unconfirmed budget took place. The Principal added that the draft FBC document presented the Boards with the opportunity to gather feedback and questions which were in turn shared with the RSB. The Board was encouraged to put together a list of themes and questions that will be raised with the RSB at the meeting in March 2026. Suggestion was made that the college should request from the RSB a catalogue of services to gain better understanding of the increased FE topslice.

The Chair of the Board thanked the Principal for his detailed report and the Members for an interesting discussion.

### **11. UHI Court – OBC/FBC UPDATE (CONFIDENTIAL)**

The Chair of the Board decided that this item will be discussed at the Board Away Day on Wednesday 04/02/2026 under agenda item 3 FBC Update & Discussion.

### **12. GOVERNANCE UPDATE**

Due to time constraints the report was taken as read and the Chair of the Board asked all Members to send any comments regarding the Governance Update to herself and the Governance Officer.

### **13. DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**

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

- Joint Audit & FGP Committee held on 08 December 2025
- Chairs Committee held on 11 December 2025

The Chair has asked Members to send any comments regarding minutes to herself and the Governance Officer.

**14. UHI UPDATES**


The Chair has asked Members to send any comments regarding UHI Updates to herself and the Governance Officer.

**15. AOCB**

Nothing raised.

**13. DATE AND TIME OF NEXT MEETING**

Tuesday 31 March 2026 at 4.30 p.m.

Signed by the Chair:	
Date:	31/03/2026