

Meeting	Board of Management
Date and time	Thursday 22 March 2018 at 3.30 p.m.
Location	Room 202, 1 Inverness Campus

Board Secretary  
15 March 2018

**BRIEFINGS ON HEALTH & SAFETY AND WELLBEING AND EQUALITIES**  
Director of Organisational Development

**AGENDA**

**Welcome and Apologies**  
**Declarations of Interest**

- 1. UHI INTEGRATION (25)**  
Update and discussion with Blair Sandison, Integration Board Chair

**ITEMS FOR DECISION**

- 2. MINUTES (5)**  
Meeting of the Board of Management held on 19 December 2017
- 3. OUTSTANDING ACTIONS (5)**  
Action List
- 4. APPOINTMENT OF VICE CHAIR (15)**  
Process to be led by Board Secretary
- 5. PROPOSED SMT STRUCTURE (CONFIDENTIAL) (25)**  
Presentation and report by Principal
- 6. (R) LEARNING AND TEACHING COMMITTEE TERMS OF REFERENCE (5)**  
Extract from Minutes of the Meeting of the Learning and Teaching Committee held on 6 March 2018
- 7. (R) PROPOSED FEES FOR 2018/19 (5)**  
Extract from Minutes of the Meeting of the Finance and General Purposes Committee held on 8 March 2018

8. **(R) POLICIES (10)**
  - a. **Health and Safety Policy Statement**  
Extract from Minutes of the Meeting of the Audit Committee held on 27 February 2018
  - b. **Risk Management**  
Extract from Minutes of the Meeting of the Audit Committee held on 27 February 2018
9. **(R) ROYAL BANK OF SCOTLAND CONSOLIDATED CASH SERVICE (5)**  
Report by Director of Finance
10. **(R) SCHEDULE OF MEETINGS AND EVENTS 2018-19 (5)**  
Report by Board Secretary
11. **CAMPUS SPORTS DEVELOPMENT (10)**  
Report by Depute Principal

#### ITEMS FOR DISCUSSION

12. **PRINCIPAL'S REPORT (15)**  
Report by Principal
13. **STUDENT RESIDENCES (CONFIDENTIAL) (15)**  
Covering report by Principal
14. **MINUTES OF MEETINGS OF BOARD COMMITTEES (10)**
  - a) Longman Disposal Project Board – 19 January **(CONFIDENTIAL)**
  - b) New Campus Project Board – 19 January **(CONFIDENTIAL)**
  - c) Performance, Review and Remuneration Committee – 22 February **(CONFIDENTIAL)**
  - d) Chairs Committee – 22 February 2018
  - e) Longman Disposal Project Board – 26 February and reconvened 28 February 2018 **(CONFIDENTIAL)**
  - f) Audit Committee – 27 February 2018
  - g) Human Resources Committee – 1 March 2018  
*National Bargaining*
  - h) Learning and Teaching Committee – 6 March 2018  
*Media Studies*
  - i) Finance and General Purposes Committee – 8 March 2018

#### ITEMS FOR NOTING

15. **DATA PROTECTION AND INFORMATION SECURITY ONLINE TRAINING**  
A number of members have still to complete the following online training modules:-  
  
Information Security  
[https://uhi.blackboard.com/webapps/blackboard/content/listContent.jsp?course\\_id=69280\\_1&content\\_id=1205836\\_1&mode=reset](https://uhi.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=69280_1&content_id=1205836_1&mode=reset)  
  
Data Protection

[https://uhi.blackboard.com/webapps/blackboard/content/listContent.jsp?course\\_id=69280\\_1&content\\_id=1205838\\_1&mode=reset](https://uhi.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=69280_1&content_id=1205838_1&mode=reset)

16. **AOCB**

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

**Tuesday 19 June 2018 at 3.30 p.m. (amended date)**

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 in Room 202, 1 Inverness Campus on Tuesday 19 December 2017**

- PRESENT:** Hazel Allen, Robert Berg, Ollie Bray, Sarah Burton, Andy Gray, Carron McDiarmid, Helen Miller, Innis Montgomery, Chris O'Neil, Fiona Neilson, Gabriel Starr, Neil Stewart, Steve Walsh
- CHAIR:** Neil Stewart
- APOLOGIES:** Brian Henderson, Jaci Douglas, Gavin Ross, Kate White, John Wilson
- IN ATTENDANCE:** Depute Principal  
Director of Organisational Development  
Director of Business Development  
Director of Finance  
Head of Curriculum  
Head of Student Services  
Head of Research Development  
Board Secretary
- OBSERVERS:** Tom Speirs (co-opted member), Chris Shaw

*Steve Walsh and Carron McDiarmid entered the meeting during consideration of the following item.*

**1. PRESENTATION BY EDUCATION SCOTLAND**

Andrew Brawley, College HMI, Education Scotland made a presentation on the Evaluative Report and Enhancement Plan (EREP), giving some background to the change to the annual assessment from the previous 4 yearly external review, how colleges had responded to the new arrangements and the need to review and refine some aspects of the process for year two.

The Chair echoed Mr Brawley's thanks to the Depute Principal and the SMT members who had pulled the report and plan together and submitted it to Education Scotland on time.

**2. MINUTES**

The Minutes of the Meeting of the Board of Management held on 26 October 2017 and of the Special Meeting of the Board of Management held on 27 November 2017 were accepted as a correct record, were **APPROVED** and signed by the Chair.

**3. OUTSTANDING ACTIONS**

The Board Secretary advised that the outstanding actions from previous committee meetings would be discussed at each meeting to ensure that actions had been progressed and that the action list could be updated showing actions completed as appropriate.

The Board **NOTED** the actions that had been completed and those that were still outstanding. The list would be updated accordingly.

#### 4. **AUDITED ACCOUNTS FOR YEAR END 31 JULY 2017**

The Joint Audit/Finance and General Purposes Committee, at its meeting on 7 December 2017 had considered the annual audit report and the Financial Statements for the year ended 31 July 2017 and had recommended approval of same to the Board of Management. Ernst and Young's independent auditor's report provided an unqualified opinion that the financial statements

- gave a true and fair view in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council (SFC) of the state of the affairs of the College and Group as at 31 July 2017 and of its surplus for the year then ended;
- had been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- had been prepared in accordance with the requirements of the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 14 of The Charities Accounts (Scotland) Regulations 2006 (as amended).

The Board of Management **APPROVED** the annual audit report and the Financial Statements for the year ended 31 July 2017 for submission to the Scottish Funding Council by 31 December 2017.

#### 5. **AUDIT COMMITTEE ANNUAL REPORT TO THE BOARD OF MANAGEMENT**

The Chair of the Audit Committee advised that the Committee was required, in accordance with Scottish Funding Council guidance, to report annually to the Board of Management. The annual report highlighted the membership of the Audit Committee, meetings held, those attending and the key reports presented during 2016-17. This included the work carried out by Henderson Loggie, the Internal Auditors, and Scott Moncrieff the External Auditors in relation to the 2015-16 Audit of the Accounts. Other key areas of work of the committee that were covered were risk management, health & safety and approval of policies relevant to the terms of reference of the Committee.

The Audit Committee, at their meeting on 28<sup>th</sup> November 2017 had recommended the annual report to the Board of Management for approval.

The Board of Management **APPROVED** the Audit Committee annual report.

#### 6. **UHI LEARNING AND TEACHING ENHANCEMENT STRATEGY**

The Learning and Teaching Committee, held on 5 December had recommended the UHI learning and teaching enhancement strategy to the Board of Management for adoption.

The Depute Principal explained that the University's Learning and Teaching Enhancement Strategy 2017-2021 had been formally approved before the summer. The approval followed extensive consultation across the partnership and the strategy itself recognised and built on the strategies and

approaches already in place, at university and Academic Partners levels. It was proposed that the college adopt the strategy and embed its values and aims within college processes and practices.

The Board of Management **AGREED** to **ADOPT** the UHI Learning and Teaching Enhancement Strategy and **NOTED** that a short life working group would be convened to include, among other things, amendment of the college's Learning and Teaching strategy and other strategies as necessary.

#### **7. GOVERNANCE – UPDATE TO STANDING ORDERS**

The Board Secretary advised that the internal audit report on Corporate Governance recommended that the process for Board and Committee members adding an item to meeting agendas be documented within the standing orders.

The standing orders had been amended to reflect this recommendation and a statement would be included at the end of each agenda requesting that members advise the Chair of any other items of competent business in as timely a manner as possible before the start of the meeting.

The Board of Management **APPROVED** the amendment to the standing orders and the inclusion of the statement on each agenda.

The Board of Management recorded their thanks to the Board Secretary for the ongoing work in ensuring that the College was complying with all aspects of corporate governance. This was reflected in the auditors providing substantial assurance over the design and operational effectiveness of the controls in place relating to corporate governance.

*Tom Speirs and Chris Shaw left the meeting during discussion of the following item.*

#### **8. INVESTIGATIONS - HIGHER MEDIA STUDIES**

A report by the Principal referred to the investigations into the failure of all students on the Higher Media award in academic year 2016-17.

Following the conclusion of the investigations, a number of actions were underway and subject to scrutiny by a member of the Board of Management. Progress on the actions would be submitted to the Learning and Teaching Committee.

The Board Members asked a number of questions and **AGREED** that the method, approach and robustness of the investigations and the development of the action plan had been appropriate.

#### **9. STUDENT RECRUITMENT 2017-18 UPDATE**

A report by the Depute Principal advised that the current student activity indicated that:

- FE recruitment was on track and should make or exceed the credit target, providing January recruitment met target, and:
- As at 11<sup>th</sup> December 2017 the FTE, counting by module attachment, was 1,580.8 FTE, which was 99.1% of target.

The Board of Management **NOTED** the report.

**10. PRINCIPAL'S UPDATE**

A report by the Principal summarised the key activities of Inverness College UHI and sector-wide developments that had emerged during the past three months as follows:-

- SQA Verification visit
- Evaluative Report and Enhancement Plan (EREP) 2016-17
- SFC Strategic Dialogue Meeting
- Investors in People – iIP
- Customer Service Excellence (CSE) Award
- National Pay Bargaining
- Progressive Academic Structure (PAS) and Barometer
- Risk Register

The Board of Management **NOTED** the report.

*Ollie Bray left the meeting during discussion of the following item.*

**11. UHI – FUTURE DIRECTION OF TRAVEL.**

The Chair provided a verbal update following the meeting held at the Kingsmills Hotel on 13 December. The meeting had been very positive and there was shared ambition to enhance the student experience, support staff development, make the most of the curriculum across the region, achieve sustainability and work as efficiently as possible. This would be taken forward in the coming months with the Chairs of the five incorporate colleges continuing to play an important lead role.

**12. GRAND CHALLENGES DAY**

The Principal provided a verbal update following the meeting held on 14 December to which all Principals and SMT members had been invited. The Principal reiterated the five key themes outlined in the previous item, which had the support of all the Principals. The Vice Chancellor was providing a clear line of direction going forward.

**13. MINUTES OF MEETINGS OF BOARD COMMITTEES**

The Board **NOTED** the minutes of the committee meetings as follows:

- a) Chairs Committee – 23 November 2017
- b) Audit Committee – 28 November 2017
- c) Human Resources Committee – 30 November 2017
- d) Learning and Teaching Committee – 5 December 2017
- e) Finance and General Purposes Committee – 7 December 2017
- f) Joint Audit and Finance and General Purposes Committee – 7 December 2017

*The following item was included in the agenda for noting only and therefore no discussion took place at the meeting.*

**14. INTERNAL AUDIT REVIEW OF CORPORATE GOVERNANCE**

The review had found that the level of assurance in terms of design and operational effectiveness was “Substantial”.

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

Thursday 22 March 2018 at 4.30 p.m.

*The Chair advised that this would be the last meeting attended by Robert Berg, HISA Inverness VP Equality before he stepped down from HISA at the end of the year. The Chair thanked Robert for his considerable contribution to the Board. The Board looked forward to welcoming Robert's replacement in the New Year.*

**Signed by the Chair:** \_\_\_\_\_

**Date:** \_\_\_\_\_



### Outstanding Actions from Board of Management – 20 June 2017

Item	Action	Responsibility	Time line	Actioned
<b>Capital Plan 2017-18</b>	1. that the capital projects identified at the Scottish School of Forestry which would not be achieved in 2016/17 be the first call on the buildings capital in 2017/18 2. that a list of projects should be identified as soon as possible to ensure that all funds were spent by the 31 March 2018 deadline	D of F	Immediate  For 26 September F&GP committee	
<b>Fees and Charges</b>	management to set the commercial fees in year, taking account of market conditions but that monitoring of income be reported to the Finance and General Purposes Committee each quarter.	D of Bus Dev / D of F  D of Bus Dev / D of F	As required  For each F&GP committee	
<b>ICSA/ HISA</b>	one member of staff be seconded to HISA, by way of a secondment agreement between Inverness College UHI and HISA, for one year from 1 July 2017 to 30 June 2018, with formal TUPE transfer consultations starting in December 2017 with a view to transferring said member of staff to HISA with effect from 1 July 2018	Dir of Org Dev	As per timescale identified	

### Outstanding Actions from Board of Management – 26 October 2017

<b>Risk Appetite</b>	Raise issues with the board template at the next Joint audit chairs meeting	Board Secy / Chair of Audit	<del>16 November</del> May 2018	
<b>Sports Development project</b>	Commitment in principle to the use of funds from the Arms length foundation, subject to a robust business case being developed	Depute Principal	ongoing	

## Board of Management

<b>Subject/Title:</b>	Appointment of Vice Chair of the Board
<b>Author:</b> [Name and Job title]	Fiona Ambrose, Board Secretary
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 March 2018
<b>Date Paper prepared:</b>	12 March 2018
<b>Brief Summary of the paper:</b>	To outline the procedure to be followed for the appointment of Vice Chair of the Board
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Decision by ballot
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Appointment of Vice Chair

### Introduction/ Purpose

The purpose of this paper is to explain the process to elect the Vice Chair at the meeting on 22 March 2018.

### Background

As advised by e mail to all Members on 28 February 2018, the current Vice Chair, John Wilson is standing down from that position on 22 March 2018 and a call for nominations was made. The term of office is four years.

### Process

In terms of the Election of Vice Chair Procedure, there will be a ballot. The process will depend on whether there is one nominee or multiple nominees for the post. The following is an extract from the procedure for the Appointment of Vice Chair:-

- 1. Nominated members will be provided with the opportunity to address the Board of Management for no more than 5 minutes, prior to the votes being cast.*
- 2. In the event of there being two or more duly nominated and seconded candidates for the post of Vice Chair, the matter will be determined by a confidential ballot, which will be supervised by the College Secretary. Members will be asked to select the member that he/ she wishes to appoint and a simple majority vote will apply. In the event of a dead heat, a second ballot will take place.*
- 3. In the case of a sole nomination, members will be asked to support the nomination. In the event of a dead heat, a second ballot will take place. If a simple majority vote does not support the nomination, the position will remain vacant and will be reconsidered at the next Board of Management meeting.*
- 4. Votes cast will be counted by the College Secretary and a scrutineer. The result will be announced by the College Secretary and recorded and signed by him/ her and the scrutineer.*

### Recommendation

Board members are asked to note the process outlined above and to participate in the ballot at the Board meeting.

## Board of Management

<b>Subject/Title:</b>	Proposed SMT Structure
<b>Author:</b> [Name and Job title]	Prof Christopher O'Neil, Principal & Chief Executive & Lindsay Ferries, Director of Operational Development
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 <sup>nd</sup> March 2018
<b>Date Paper prepared:</b>	14 <sup>th</sup> March 2018
<b>Brief Summary of the paper:</b>	A proposal to develop and realign responsibilities of SMT as previously presented to PR&R but with a prologue laying out options considered and a business plan.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Approval
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	<ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>
<b>Resource implications:</b>	Yes <b>If yes, please specify:</b> Funding to be made available from EO
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: structure needs to develop in order to respond to the wider environment Organisational: structure needs to develop in order to respond to the wider environment
<b>Equality and Diversity implications:</b>	No
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	Staff – limited UHI – Principal & Chief Executive External – critical friend

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should <b>not</b> 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)	X	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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Board of Management

Subject/Title:	Learning and Teaching Committee – Terms of Reference
Meeting and date:	Board of Management –22 March 2018
Extract from Minutes of the Meeting of the Learning and Teaching Committee held on 6 March 2018	

### LEARNING AND TEACHING COMMITTEE TERMS OF REFERENCE

A report by the Board Secretary advised that a review of the Terms of Reference of the Learning and Teaching Committee had been carried out by the Chair, in consultation with the Depute Principal and the Head of Research Development. It was proposed that the name of the Learning and Teaching Committee be changed to Learning, Teaching and Research Committee and the remit be amended to reflect the important role of research activity in the College.

The Committee **AGREED** to **RECOMMEND** the changes to the Terms of Reference of the Learning and Teaching Committee to the Board of Management for approval.

## **Learning, ~~and~~ 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 responsibility for monitoring the direction and performance of learning, ~~and~~ teaching and research at the College.

The Learning, ~~and~~ Teaching and Research Committee shall:

1. Oversee the development and implementation of the various strategies aligned to the committee and monitor their performance against targets.
2. Recognise trends in education and research and recommend specific initiatives in the College.
3. Monitor student recruitment, retention and achievement and any actions identified.
4. Monitor the progress of the annual Student Partnership agreement.
5. Monitor data relating to the student experience and performance at the College.
6. ~~Monitor the College's preparations for the ongoing external verification assessment of the college's quality arrangements and reviewing the annual evaluative report, moderated by Education Scotland.~~
6. Ensure that the college continues to maintain and improve the quality of its provision
7. Monitor the college's preparedness for the ongoing, external scrutiny of its provision
8. ~~7.~~ Monitor the development of the College's International links.
8. ~~9.~~ Monitor the Curriculum to ensure that the College meets the needs of students, stakeholders and the local community.
9. ~~10.~~ Receive and consider information on research activity in the college including funding, curriculum support, student journey, professional development and stakeholder engagement.
9. ~~11.~~ Review the results of the external verification visits carried out throughout the year.
10. ~~12.~~ Monitor the level and type of complaints received.
11. ~~13.~~ Receive regular reports from the Students Association and monitor the college response to student concerns.



## Board of Management

Subject/Title:	PROPOSED FEES FOR 2018-19
Meeting and date:	Board of Management – 22 March 2018
Extract from Minutes of the Meeting of the Finance and General Purposes Committee held on 8 March 2018	

### PROPOSED FEES FOR 2018/19

A report by the Director of Finance set out the proposed fee rates in respect of the tuition fees set by Inverness College UHI for the academic year 2018/19. She advised that by agreeing these fees now rather than at the next meeting in June, front line staff would be able to provide definitive prices to enable students, nursery customers and staff to make informed decisions.

The Committee had a robust discussion around the fees proposed and noted that

- HE fees were proposed by the UHI Marketing and Planning Team and approved by the UHI Finance and General Purposes Committee.
- The full time FE fees were set nationally
- In the case of international fee rate students, the College policy was to set a fee that broadly equated income from these students to combined fee and grant income received by the College for home and EC students.
- The same fee rate had been set for students with an RUK fee status. The rate was set at the same level as these students were not fundable and therefore did not count towards the credit target.
- The FE fee levels were determined by taking into account inflation, inflation forecasts, the College funding requirements, affordability issues and market forces.
- Nursery fees were set following a benchmarking exercise of private nursery providers in the area.

The Committee **AGREED** to recommend the part time FE and Nursery Fees outlined in the report by the Director of Finance to the Board of Management for approval.

## Board of Management

<b>Subject/Title:</b>	Proposed Fees for 2018/19
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide the Committee with the proposed fee rates in respect of the tuition fees set by Inverness College UHI for the academic year 2018/19. Agreeing these fees now will enable front line staff to provide accurate definitive prices to enable customers to make informed decisions.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Approval and recommendation to the Board of Management
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance – adherence to the Financial Memorandum with UHI as RSB, Strategic plan
<b>Resource implications:</b>	Yes <b>Early notification of fee levels assists with student recruitment</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: impact on recruitment Organisational: contribution towards financial position
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Proposed Fees for 2018/19

### Executive summary

Under the terms of the Further and Higher Education (Scotland) Act 1992, College Boards of Management are required to set and charge fees for education provision with some exceptions. The full time fee rates are not within our control and are set nationally. HE fee rates are set at UHI level and there is agreement that all academic partners charge the same rates.

Historically, fees have been revised alongside the budgeting process and put to the June Board meetings for approval. However, this gives rise to operational difficulties, particularly in relation to student recruitment, when we are unable to provide a definitive cost for a chosen course of study. In order to improve the experience for both customers and staff, early approval of fee rates is sought.

A proposed schedule of fees for 2018/19 has been set out in the appendices.

### Higher Education (HE) Fees

In the case of HE fees, there is agreement through UHI Executive Board that all Academic Partners (APs) will levy uniform fee charges, which UHI have now set.

Full time fees are set nationally on an annual basis but have not changed for a number of years. Part-time fees and those for non-EU students for HE level courses have been considered and set by UHI and are shown within appendix 1 for information only.

### Further Education (FE) Fees

For FE courses, full-time fees are set nationally. Part-time FE level course fees remain to be set by colleges' Boards of Management locally.

Increases of approximately 4% have been built into proposed FE part-time fee rates for 2017/18. The most recent published figures for inflation for January 2018 are 3% (CPI measure) and 4% (RPI measure, including mortgage interest payments). Although there is some uncertainty, it seems likely that inflation will continue to rise. The last few years have seen an increase in FE fee rates higher than inflation. Whilst we continue to have rising costs resulting from national pay bargaining, increases have been kept to a minimum.

In the case of international fee rate students, the College policy has been to set a fee that broadly equates income from these students to combined fee and grant income received by the College for home and EC students.

The same fee rate has been set for student with an RUK fee status. RUK refers to rest of the UK and this applies to students from within the UK but out with Scotland who come here specifically to study. The rate is set at the same level as these students are not

fundable and therefore do not count towards our credit target. Whilst RUK students studying at HE level can normally receive tuition fee loans from the Student Loans Company, there is little support available for those studying at FE level. The Committee may wish to consider whether alternative rates should be considered for RUK.

The proposal is to take the current fee for these students in 2016/17, which is £5,500 and increase this to £5,720 for 2018/19, an increase of 4%.

Part-time courses for overseas students are charged at circa four times the standard rate for EU students.

### **Fee Waivers**

FE fee waivers are expected to continue to be available in 2018/19 to eligible students under the SFC scheme. Fee waiver grant forms part of the funding received from SFC to compensate for revenues lost by Colleges as a consequence of not making direct charges to students. This is included within the main core grant and not paid separately. As a UHI college, fee waivers are only available at FE level and not for HE activity. Part-time HE students must apply to SAAS for funding.

### **Professional Development Award (PDA) and Other Fees**

There are some courses which are priced independently to take account of the activity required for successful delivery. Some of these courses, such as the SVQs, relate to activity which is largely delivered under contractual arrangements with employer organisations. These fees have not been covered in this review.

### **Nursery Fees**

The attached appendix shows both the current charges for nursery provision in 2017/18 and the proposed rates for 2018/19. The rates have been set through reviewing the costs of the provision and the charges levied by comparable nursery providers in our area.

**TUITION FEES - HE**

	2017/18 Fee (£)	2018/19 Fee (£)	
<b>FULL TIME COURSES</b>			
SC & EU Students - HNC/D	1,285	1,285	0.0%
SC & EU Students - Degree Courses	1,820	1,820	0.0%
RUK Students - HNC/D	6,510	6,720	3.2%
RUK Students - Degree Courses - Arts (note 1)	8,000	9,000	12.5%
RUK Students - Degree Courses - Science (note 1)	9,000	9,000	0.0%
<b>Off-campus (no term-time address in Scotland)</b>			
RUK/EU Students - Degree Courses - Arts		6,120	
RUK/EU Students - Degree Courses - Science		6,120	
<b>PART TIME COURSES</b>			
<b>HN SQA modules / units</b>			
0.5 Credit SC & EU	43	43	0.0%
1 Credit SC & EU	86	86	0.0%
Double Credit SC & EU	172	172	0.0%
RUK per SQA credit	434	448	3.2%
<b>Undergraduate modules</b>			
SC & EU - per 20 credit module	215	215	0.0%
SC & EU - structured part-time	644	644	0.0%
RUK per 20 credit degree module - Arts	1,340	1,500	11.9%
RUK per 20 credit degree module - Science	1,500	1,500	0.0%
RUK per 20 credit degree <b>online</b> module - Arts	900	1,020	13.3%
RUK per 20 credit degree <b>online</b> module - Science	1,020	1,020	0.0%
<b>Postgraduate Progs (MSc):</b>			
UK & EU fee per 20 credit module	520	560	7.7%
UK & EU fee for dissertation (equiv 60 credits)	1,560	1,680	7.7%
UK & EU fee (120 credits plus dissertation)	4,680	5,000	6.8%
RUK fee per 20 credit module	650	650	0.0%
RUK fee for dissertation (equiv 60 credits)	1,950	1,950	0.0%
RUK fee (120 credits plus dissertation)	5,850	5,850	0.0%
<b>International Students - Full Time Courses</b>			
Degree Courses - Arts, Humanities, Social Sciences, Business	10,000	11,100	11.0%
Degree Courses - Science and Technology (min 90 credits)	11,550	12,200	5.6%
HNC/D - Arts, Humanities, Social Sciences, Business (min 12 SQA credits)	6,510	6,720	3.2%
HNC/D - Science and Technology (min 12 SQA credits)	6,510	6,720	3.2%
<b>International Students - Part Time Courses</b>			
Per 20 credit degree module – Arts	1,750	1,850	5.7%
Per 20 credit degree module – Science	1,925	2,034	5.7%
Per 20 credit degree <b>online</b> module – Arts	963	1,020	5.9%
Per 20 credit degree <b>online</b> module – Science	1,060	1,120	5.7%
Per single SQA credit - Arts	434	448	3.2%
Per single SQA credit – Science Subjects	434	448	3.2%
<b>International Students - Postgraduate MSc</b>			
<b>On campus (term-time address in Scotland)</b>			
Per 20 credit degree module		1,260	
Int fee for dissertation (equiv of 60 credits)		3,780	
Int fee (120 credits plus dissertation)		11,340	
<b>Off-campus (no term-time address in Scotland)</b>			
Per 20 credit degree module	852	900	5.6%
Int fee for dissertation (equiv of 60 credits)	2,556	2,700	5.6%
Int fee (120 credits plus dissertation)	7,660	8,120	6.0%
<b>UHI Diploma in Counselling</b>			
Year 1 - 40 Credits (P/T) SCQF Level 7 (COSCA Certificate)	430	430	0.0%
Year 2 - 80 Credits (P/T) SCQF Level 7	860	860	0.0%
Year 3 - 120 Credits (F/T) SCQF Level 8	1,285	1,285	0.0%

SC = Scottish Domiciled Students  
RUK = Rest of UK Students  
EU = European Union Member States Students  
UK = both Scottish Domiciled and RUK  
International = Students not covered by the above

All HE fees set by UHI

Note 1: Maximum charge for full degree capped at 3 years - final year is "free". Existing students to remain on the SC & EU rate.

## TUITION FEES - FE

	2017/18 Fee (£)	2018/19 Fee (£)	% Increase
<b>FULL TIME COURSES</b>			
<b>Non-Advanced (FE) level ie NC/NQ:</b>			
Home and EU students	1,008	1,008	0.00%
RUK Students	5,500	5,720	4.00%
International Students	5,500	5,720	4.00%
<b>PART TIME COURSES</b>			
<b>Non-Advanced (FE) level:</b>			
SQA modules / units			
0.5 Credit	56	58	3.57%
1 Credit	112	116	3.57%
Double Credit	224	232	3.57%
NQ Higher – all levels (including 1 examination entry)	317	330	4.10%
Intermediate 2	317	330	4.10%
<b>English for Speakers of Other Languages (ESOL)</b>			
ESOL - Lower Elementary to Upper Intermediate per course	548	570	4.01%
ESOL Advanced	733	760	3.68%
<b>PART TIME COURSES - International Students</b>			
<b>Non-Advanced (FE) level:</b>			
SQA modules / units			
0.5 Credit	224	232	3.57%
1 Credit	448	464	3.57%
Double Credit	896	928	3.57%
NQ Higher – all levels (including 1 examination entry)	1,235	1,297	5.02%
Intermediate 2	1,235	1,297	5.02%
<b>English for Speakers of Other Languages (ESOL)</b>			
ESOL - Lower Elementary to Upper Intermediate per course	2,206	2,290	3.81%
ESOL Advanced	2,957	3,070	3.82%

## Inverness College Nursery Fees

		<b>IC wef 7 Aug 17</b>	<b>IC wef 7 Aug 18</b>	<b>% Uplift</b>
Babies & Toddlers (0-3)	Weekly	210.00	217.00	3.33%
Early Years (3-5) (pre council funding)	Weekly	190.00	197.00	3.68%
Babies & Toddlers (0-3)	Daily	43.00	44.00	2.33%
Early Years (3-5) (pre council funding)	Daily	40.00	41.00	2.50%
Babies & Toddlers (0-3)	Session	23.00	24.00	4.35%
Early Years (3-5) (pre council funding)	Session	22.00	22.00	0.00%



## Board of Management

Subject/Title:	HEALTH AND SAFETY POLICY STATEMENT
Meeting and date:	Board of Management –22 March 2018
Extract from Minutes of the Meeting of the Audit Committee held on 27 February 2018	

### HEALTH & SAFETY POLICY AND STATEMENT

The Director of Organisational Development referred to the health and safety policy and statement and advised that the legislation section of the policy had been reviewed and updated and that a number of minor adjustments had been agreed by the SMT.

The Committee discussed both the policy and the statement and suggested that reference should also be made to wellbeing. The Committee asked the Director of Organisational Development to take a more holistic approach and make some amendments which would better reflect the broader duty of care to both students and staff.

The Committee **AGREED** that the amended policy and statement should be circulated to the Committee for comment before being submitted to the Board of Management for approval.

#### **Postscript**

*Following circulation of the amended Health and Safety Policy, the Chair has requested that it be brought back to the next meeting of the Audit Committee for further consideration at the end of May. The Board of Management are therefore being asked to approve the Health and Safety Statement only at this meeting.*

## Health and Safety Policy Statement

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

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

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

In support of this, Inverness College UHI is committed to:

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

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

Principal: .....

Date: .....

Chair of Board: .....

Date: .....

## Board of Management

Subject/Title:	RISK MANAGEMENT POLICY
Meeting and date:	Board of Management –22 March 2018
Extract from Minutes of the Meeting of the Audit Committee held on 27 February 2018	

### Risk Management Policy

The Depute Principal advised that the Audit Committee had previously agreed to adopt the UHI risk management policy statement and that the risk management policy had been amended to reflect this decision.

The Committee discussed the policy in detail and suggested that the policy appeared to lean towards protecting the reputation of the college rather than considering financial or organisational risks.

#### The Committee **AGREED**

1. That an amendment be made to the policy owner/lead officer as it was currently the same person and that the review date be brought forward to December 2020.
2. To **RECOMMEND** the policy to the Board of Management for approval but ask the Board to note that the committee had concerns about the assessment criteria used within the risk register and that this would be raised with UHI Executive Office.



## **RISK MANAGEMENT POLICY**

**REFERENCE: PL/CS/2018/001**

Policy Owner	Principal
Lead Officer	Depute Principal
Review Officer	Depute Principal
Date first approved by BoM	10 December 2007
First Review Date	December 2010
Date review approved by BoM	
Next Review Date	December 2020
Equality impact assessment	N/A
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
Director of Corporate Services	20.12.10	Review approved by BoM
Director of Corporate Services	02.12.14	Review approved by BoM
Director of Corporate Services	24.12.15	Review approved by Audit Committee
Depute Principal		

## Contents

<b>1</b>	<b>Policy Statement</b> .....	<b>3</b>
<b>2</b>	<b>Legislative framework/related policies</b> .....	<b>7</b>
<b>2</b>	<b>Overview</b> .....	<b>7</b>
<b>4</b>	<b>Scope</b> .....	<b>7</b>
<b>5</b>	<b>Risk Appetite</b> .....	<b>7</b>
<b>6</b>	<b>Partnership Approach to Risk management</b> .....	<b>8</b>
<b>7</b>	<b>Roles and Responsibilities</b> .....	<b>8</b>

DRAFT

## **1 Policy Statement**

The Board of Management of Inverness College UHI has adopted this policy for the management of risk at the College. This policy forms part of the governance arrangements of the University of the Highlands and Islands.

The current policy statements on risk were reviewed and agreed by the University Court on 20 September 2017. The College has adopted the statements:

The College's general approach is to minimise its exposure to risk. It will seek to recognise risk and mitigate the adverse consequences. However, the College recognises that in pursuit of its mission and academic objectives it may choose to accept an increased level of risk. It will do so, subject always to ensuring that the potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

### **1.2 Overview and Scope**

Risk is inherent in all activity. Risk management is important to ensure that all significant, relevant risks are understood and prioritised as part of normal management practices. Information on risk must be organised in a way that is useful for management purposes and enables decisions to be taken based on the knowledge of risk versus reward.

Identification and management of risk on a consistent, appropriate and timeous basis is a requirement of the University Court, as regional Strategic Body, and of the Scottish Funding Council (SFC).

The recognition and management of risk is the responsibility of everyone who allocates and/or uses resources so all members of staff should have an awareness of the risks of the organisation.

### **1.3 Implementation and Monitoring**

The policy will be implemented through the Senior Management Team (SMT) of the College. A report comprising the corporate/high level risk register will be presented to the committee of the SMT and to the Board of Management Audit Committee for review and monitoring at each meeting.

## **2 Legislative framework/related policies**

- 2.1. Health and Safety Policy
- 2.2. ICT - UHI Partnership Information Security Acceptable Use Policy
- 2.3. Data Protection Policy
- 2.4. Financial Regulations
- 2.5. Data Protection Act 1998
- 2.6. General Data Protection Regulation (GDPR) (From 25 May 2018)
- 2.7. Business Continuity Plan.

## **2 Overview**

Risk is inherent in all activity. Risk management is important to ensure that all significant, relevant risks are understood and prioritised as part of normal management practices.

Information on risk must be organised in a way that is useful for management purposes and enables decisions to be taken based on the knowledge of risk versus reward. Identification and management of risk on a consistent, appropriate and timeous basis is a requirement of the University Court, as regional Strategic Body, and of the Scottish Funding Council (SFC).

## **4 Scope**

The scope of this policy was initially developed to apply to faculties and departments of Executive Office and also to create a model of good practice methodology that could be adopted by Academic Partners. The College, as an integral part of the University, has adopted the policy to cover all aspects of its activity and operations.

## **5 Risk Appetite**

The College will take a portfolio approach to risk management: i.e. whilst at any one time it may be carrying a high level of risks in one or more parts of its business, it will ensure that the number of areas exposed to high risk at any time are minimised and balanced with a low risk approach in other areas.

The portfolio of risk will be regularly reviewed by the SMT, Audit Committee and Board of Management.

High risk areas will be very closely aligned to strategic priorities and aligned to high returns i.e. the College should not be exposed to high levels of risk if returns are likely to be minimal or if the activity is not business critical.

The elapsed time over which the College is exposed to a high level of risk in any area should be minimised as much as possible.

## **6 Partnership Approach to Risk management**

The University uses a standardised risk template and this has been adopted by the College. The template and the methodology for recording risks was developed and agreed through the Finance Directors Practitioners Group and the process for completing and sharing risk registers was endorsed by Academic Partners Principals.

The criteria for measuring the likelihood of risks occurring and the gross impact of risks is attached at Appendix 1.

## **7 Roles and Responsibilities**

7.1 The Depute Principal is the policy owner.

The recognition and management of risk is the responsibility of everyone who allocates and/or uses resources, so all members of staff should have an awareness of the risks of the organisation.

Risks need to be evaluated in a controlled manner and the uncertainties involved need to be minimised. The approaches available to managing risk include:

- Terminate – avoid risk by doing something else
- Transfer – risk passed on to someone else e.g. outsourcing, insurance, subcontracting
- Treat – reduce risks by management action
- Tolerate – accept risk and manage appropriately

### **7.2 Board of Management**

The Board of Management has a fundamental role to play in the management of risk. Its role is to:

- Set the tone and influence the culture of risk management within the institution. This includes determining the risk appetite of the institution, i.e. determining what risks are acceptable and which are not, and to provide a framework within which the appropriate level of exposure to risk can be determined in particular circumstances; and;
- Approve major decisions affecting the College's risk profile or exposure.

### **7.3 Finance and General Purposes Committee**

The Finance and General Purposes Committee is responsible for:

- Ensuring that the major risks associated with specific proposals put to it have



been properly considered and can be appropriately managed within the policy framework set by the Board.

#### 7.4 Audit Committee

The Audit Committee is responsible for monitoring the College's general arrangements for risk management and specifically for:

- Ensuring that corporate risks are properly managed, reviewing evidence to this effect and ensuring measurement of results as appropriate.
- Advising the Board on the effectiveness of policies and procedures for risk assessment and risk management;
- Annually reviewing the College's approach to risk management and, if appropriate, recommending changes or improvements to key elements of its processes and procedures;
- Providing a statement to the Board annually indicating how the College has complied with good practice with regard to Corporate Governance and, in particular, in relation to effective risk management.

#### 7.5 Role of Internal Audit

A "risk based" internal audit plan is prepared taking account of the College's risk register, strategic plan and wider operating environment.

The College aims to progress towards "risk managed" which is defined as "Enterprise approach to risk management developed and communicated".

Internal audit will:

- Report its findings to the audit committee
- Advise and make recommendations to senior managers as appropriate.

#### 7.6 Senior Management Team

The Senior Management Team is responsible for:

- Implementing the Board's risk management policy and ensuring compliance
- Identifying, evaluating and managing strategic and operational risks in the College and bringing emerging corporate risks to the attention of the Board and/or its committees.
- Ensuring that everyone in each SMT member's area of responsibility understands their risk management responsibilities making clear the extent to which staff are empowered to take risks.

- Communicating College policy and information about the risk management programme to all staff and external partners as appropriate

DRAFT

<b>IMPACT</b>					
<b>5 - Catastrophic</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>
<b>4 - Major</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>	<b>20</b>
<b>3 - Significant</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>	<b>15</b>
<b>2 - Minor</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
<b>1 - Insignificant</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>1 -Very</b>	<b>2 -</b>	<b>3 - Possible</b>	<b>4 - Likely</b>	<b>5 - Almost</b>
	<b>LIKELIHOOD</b>				

LIKELIHOOD CRITERIA	TIMESCALE 3 YEARS	
<b>Score</b>	<b>Descriptor</b>	<b>Probability</b>
<b>5-Almost Certain</b>	More than likely – the event is anticipated to occur	>80%
<b>4-Likely</b>	Fairly likely – the event will probably occur	61-80%
<b>3-Possible</b>	Possible – the event is expected to occur at some time	31-60%
<b>2-Unlikely</b>	Unlikely – the event could occur at some time	10-30%
<b>1-Very Rare</b>	Remote – the event may only occur in exceptional circumstances	<10%

IMPACT - CRITERIA			TIMESCALE 3 YEARS	
		▼ <b>Financi</b> ▼		▼ <b>Reputational (need to</b>
5 - Catastrophic	A disaster with the potential to lead to:  •loss of a major UHI partner	> £500,0 00  or lead to	Likely loss of key partner, curriculum area or department  Litigation in progress	Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the
4-Major	A critical event which threatens to lead to:  major reduction in funding	£250,0 00 -  £500,0 00 or lead to	•Possible loss of partner and litigation threatened  •Major deterioration in quality/pass rates/delivery	Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level.
3-Significant	A Significant event, such as financial/ operational difficulty in a department or	£50,00 0 -  £250,0	General deterioration in quality/delivery but not persistent	An incident/event that could result in limited short term damage to UHI's reputation and
2-Minor	An adverse event that can be accommodated	£10,00 0 -	•Some quality/delivery issues occurring regularly	Low media profile Problem commented
1- Insignificant	An adverse event that can be accommodated	<£10,0 00	•Quality/delivery issue considered one-off	•No adverse publicity •Credibility unaffected

## Board of Management

<b>Subject/Title:</b>	RBS Consolidated Cash Service
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 March 2018
<b>Date Paper prepared:</b>	5 March 2018
<b>Brief Summary of the paper:</b>	The College bankers, RBS, require Board approval to allow us to enter into bulk cash arrangements.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	<b>Approval</b>
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Risk Management
<b>Resource implications:</b>	Yes <b>If yes, please specify:</b> Additional costs from delivery of cash but offset by release of staff time and vehicles due to not having to collect change from bank.
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: reduces risk to staff by having cash delivered rather than pick up, releases staff time from not having to attend branch Organisational: facilitates better planning for catering outlets.
<b>Equality and Diversity implications:</b>	No
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

**ITEM 9**

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## **The Royal Bank of Scotland Consolidated Cash Service**

### **Executive summary**

In order for the College to receive cash deliveries the College bankers, RBS, require the Board of Management to approve this function.

### **Background information**

The College bankers are The Royal Bank of Scotland through the Government Banking Service. Historically, College Finance staff attended the branch in person to pay in and/or collect change. With bringing the catering function in-house on the move to the new campus, the levels of cash pay-in required us to utilise secure cash-in-transit services for pay-ins however change orders are still collected from the branch by Finance staff.

The College now wishes to contract for cash deliveries to the College. There are a number of benefits to this including:

- reduced risk to staff
- release of staff time
- agreed delivery days enabling better planning

In order to use this service, RBS require the Board of Management to approve a resolution for the provision of the RBS Consolidated Cash Service (including Bulk Cash). The resolution required is attached.

The application form for this service has been completed and signed by Chris O'Neil and Fiona Mustarde.

**Resolution by Charity**

**The Royal Bank of Scotland Consolidated Cash Service**

**Resolution of the Board of Management**

*At a meeting of the Board of Management of*

\_\_\_\_\_

*("the Charity") held on the \_\_\_\_\_ day of \_\_\_\_\_ year \_\_\_\_\_*

*it was resolved that \_\_\_\_\_*

*(name and position within the Charity) shall be authorised to sign the Application in the form now produced to and approved by the Board of Management for the provision of the*

**The Royal Bank of Scotland Consolidated Cash Service (including Bulk Cash)**

*for and on behalf of the Charity. The Board of Management noted that the Application Form included an indemnity in favour of the Bank and determined that the giving of the indemnity is in the interests of the Charity.*

*Certified a true copy, the same having been previously entered into the Minute Book and signed by the Chairman of the Board of Management.*

*Chairman \_\_\_\_\_ Date \_\_\_\_\_*



## Board of Management

<b>Subject/Title:</b>	Schedule of Board and Committee meetings 2018-19
<b>Author:</b> [Name and Job title]	Fiona Ambrose, Board Secretary
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 March 2018
<b>Date Paper prepared:</b>	13 March 2018
<b>Brief Summary of the paper:</b>	<p>The annual schedule for Board and Committee meetings for 2018-19 has been prepared in accordance with the Standing Orders. The schedule mirrors that followed in the current and previous years with only one minor amendment, namely the final Board meeting in June 2019. This will take place a few days later to accommodate the annual Prize Giving event.</p> <p>The Board should be aware that the current discussions on Integration might require amendments to be made to the schedule in 2019.</p> <p>Members are asked to consider the dates, days and times of meetings. If any member would like to request a change(s) to the proposed schedule, they are asked to advise the Board Secretary in advance of the meeting.</p>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	The Board is asked to approve the schedule of board and committee meetings for 2018-19
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance – Inverness College Standing Orders
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational: Potential governance failure if meetings not held.

<b>Equality and Diversity implications:</b>	Yes/No If yes, please specify:		
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail			
<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

### **Schedule of Meetings 2018-19**

Members may have picked up that the college closure dates in April 2019 (8, 9, 10 and 11 April) do not correspond to the Easter weekend (Good Friday – 19 April, Easter Monday 22 April)

At the last JCC, management and staff side discussed the fact that in 18/19 Good Friday isn't an academic holiday or closure day and the Easter weeks for academic staff do not correspond with the Highland Council local authority school break.

The reason this has occurred in 2018/19 is due to the cross-UHI partnership networked teaching weeks which are agreed at Partnership Planning Forum (PPF). For 2018/19 Good Friday is a network teaching Day.

To offset the impact of this on staff, it was agreed at JCC to allocate the 4 college closure days to maximise the school holiday period and allocate the Academic Easter break to take account of one week of the highland school holidays period.

INVERNESS COLLEGE UHI - BOARD OF MANAGEMENT MEETINGS - 2018/2019 SCHEDULE

	Aug-18	September	October	November	December	Jan-19	February	March	April	May	June	July			
Mon		3	1		3				1		3	1			
Tue		4	2		4	L, T & Res			2		4	2			
Wed	1	5	3		5				3	1	5	3			
Thu	2	6	4	Graduation	1	F&GP Joint Audit/F&GP			4	2	6	F&GP			
Fri	3	7	5	2	7		1	1	5	3	7	5			
Sat	4	8	6	3	8		2	2	6	4	8	6			
Sun	5	9	7	4	9		3	3	7	5	9	7			
Mon	6	10	8	5	10		4	4	8	6	10	8			
Tue	7	11	9	6	11		5	5	L, T & Res	9	11	9			
Wed	8	12	10	7	12		6	6	10	8	12	10			
Thu	9	13	Chairs etc	BOM	8		7	7	F&GP	11	13	11			
Fri	10	14		9	14		8	8	12	10	14	12			
Sat	11	15		10	15		9	9	13	11	15	13			
Sun	12	16		11	16		10	10	14	12	16	14			
Mon	13	17		12	17		11	11	15	13	17	15			
Tue	14	18	Audit	13	18	BOM	12	12	16	14	18	16			
Wed	15	19		14	19		13	13	17	15	19	17			
Thu	16	20	Human Res	15	20		14	14	18	16	20	Prize Giving			
Fri	17	21		16	21		15	15	19	17	21	19			
Sat	18	22		17	22		16	16	20	18	22	20			
Sun	19	23		18	23		17	17	21	19	23	21			
Mon	20	24		19	24		18	18	22	20	24	Staff Dev			
Tue	21	25	L, T & Res	20	25		19	19	23	21	25	BOM Staff Dev			
Wed	22	26		21	26		20	20	24	22	26	24			
Thu	23	27	F&GP	22	Chairs etc		21	Chairs etc	21	BOM	23	Chairs etc	27	Staff Conf	25
Fri	24	28		23	28		22	22	26	24	28	26			
Sat	25	29		24	29		23	23	27	25	29	27			
Sun	26	30		25	30		24	24	28	26	30	28			
Mon	27			26	31		25	25	29	27		29			
Tue	28			27	Audit		26	Audit	26	30	28	Audit	30		
Wed	29			28			27	27	30		29		31		
Thu	30			29	Human Res		28	Human Res	28		30	Human Res			
Fri	31			30			29	29			31				
Sat							30	30							
Sun							31	31							

College Closed

- Chairs etc
- Audit
- Human Resources
- Learning, Teaching & Research
- Finance & General Purposes
- Joint Audit/F&GP
- Board of Management  
(including Briefing session)

- Chairs, S&N + PR&R - Thursdays 08.30 a.m.
- Tuesdays @ 8.30 a.m.
- Thursdays @ 8.30 a.m.
- Tuesdays @ 8.30 a.m.
- Thursdays @ 9.00 a.m.
- Thursday 6 December @ 11.30 a.m.
- Thursdays @ 3.30 p.m. Oct and March meetings
- Tuesdays @ 3.30 p.m. December and June meetings

## Board of Management

<b>Subject/Title:</b>	Campus Sports Development Project
<b>Author:</b> [Name and Job title]	Roddy Henry, Depute Principal
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 March 2018
<b>Date Paper prepared:</b>	14 March 2018
<b>Brief Summary of the paper:</b>	This paper proposes the installation of a synthetic sports pitch as Phase 1 of the Campus Sports Development project.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Approval
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	New opportunity Growth in student numbers Student experience
<b>Resource implications:</b>	Yes
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	Consultation on the sports development project has been held through the sports development steering group, which has a wide membership, HISA and local councillors.

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Executive summary

The Board has previously approved in principle, and on the production of a suitable business case, the release of funds from the Arm's Length Foundation (ALF) to support the potential development of a sports facility on the Inverness Campus.

The Inverness Campus Sports Development Steering Group, at their meeting on Monday 26 February, agreed to take forward the installation of a synthetic sports pitch on the site identified for the campus sports facilities. The decision was taken on the basis that collating the necessary funds for the installation is achievable in the short term, whereas obtaining the funds required for the full development is unlikely in the short term. The pitch will be Phase 1 of the overall development, and will be owned and operated by the college.

Several sources of funding or potential funding for Phase 1 have been identified, including from the college's ALF, The Highland Council (THC), Sportscotland and UHI. Highlands and Islands Enterprise (HIE) will (subject to Board approval) contribute the plot on which the development will be located.

The Board is asked to approve the college's commitment to taking forward the installation of the pitch as part of the Campus Sports Development partnership.

## Background

The installation of a synthetic pitch, suitable and equipped for rugby and football and suitable for a variety of other sporting activities, would add much to the college's capacity to deliver the sports curriculum. It would also provide further recreational/social opportunities for students and student sports clubs. In addition, it offers opportunities for commercial activity, greater engagement with Sportscotland and local sports development officers as well as further community and school engagement.

Following the steering group meeting, the Depute Principal, the Head of Planning and Development at THC and the Project Director for Inverness Campus from HIE (both steering group members) met on 8 March to take the installation of the pitch forward. Issues discussed included the potential funds available, the cost of installation and the cost of commissioning a design for planning purposes.

Details on costs of recent similar installations were obtained from THC. These included the following specification:

- 1 no. 100mx70m 3G IRB Rugby Pitch plus 10m touch-in-goal zone and 5m run-off to all sides
- 1 set of 13.5m hinged aluminium rugby posts
- Technical zone (lines)
- 3m wide hardstanding
- 5m wide hardstanding
- 8 no. fold down galvanised steel lighting columns

- Spectator rail
- Linings for 100mx70m 11-a-side football pitch
- 1 set 3G integral weighted goals
- Linings for 2 no. 7-a-side pitches
- 2 sets 3G integral weighted goals
- Pitch-side bench seating
- Pitch-side canopies
- Ball-stop fencing around the perimeter.

The above development included a car park and work on other grass pitches: the total cost was in the region of £1.1m. The installation on the campus would follow closely the specification above and would include a car park (size tbc), so the anticipated cost is in the region of £0.7 to £1m.

THC has some funding available from previous developer activity and other sources that, pending approval, can be allocated to the pitch development: this is in the region of £250k to £400k. Sportscotland has funding lots of £100k available via a bidding process, and there is the possibility of negotiating some further contribution. UHI strategic funds are another potential source, and given the importance of the campus to the strategic development of the university, a bid to these funds by way of match to any funds allocated from the college's ALF should be considered.

Design costs are estimated in the region of £40-60k, and the college, THC and HIE have provisionally agreed to split this cost equally between them. HIE and THC would support the college through the design process, as required.

A business case for Phase 1 will be developed, led by the Director of Business Development. This will include the anticipated income from the development's contribution to increased student numbers and associated revenue and maintenance costs.

The Board is asked to approve the direction of travel, and to approve the release of an appropriate amount of funds from the ALF for Phase 1 on the production and approval of the above business case.

Roddy Henry  
Depute Principal



## Board of Management

<b>Subject/Title:</b>	Principals Report
<b>Author:</b> [Name and Job title]	Prof Christopher O'Neil, Principal & Chief Executive
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 <sup>nd</sup> March 2018
<b>Date Paper prepared:</b>	14 <sup>th</sup> March 2018
<b>Brief Summary of the paper:</b>	This report provides the Board with an overview of new and continuing activity
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> 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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Principal's Report

### Purpose of Report

This report provides the Board with an overview of new and continuing activity in relation to the statutory requirements, work themes, and the input in relation to strategic direction and the progress on Integration.

### Activity Targets

The College still anticipates achieving its FE credit target of 29,507, which includes 438 credits funded through European Structural Funds (ESF). Activity showing in the student records system is currently at 96% of target, with some planned activity still to accrue.

HE student numbers are currently ahead of target, with 1,616 FTE (funded undergraduate) projected against a target of 1,595 FTE.

### Course Development

The BSc Optometry has been approved and we are awaiting final General Optical Council approval for professional recognition. We can confirm a new Head of Optometry – subject to contract and references, who brings significant experience in the delivery of optometry to PG level, research, professional practice and CPD development for the industry. His appointment will not only allow the delivery of this programme but PG and CPD full cost growth. The programme business plan will move the course into profit at the beginning of year three with initial costs covered through EO and by a syndicate of community optometrists lead by Specsavers.

Other course related initiatives include:

- Re-approval of BA (Hons) Drama and Performance
- Skills Development Scotland funding for graduate level apprenticeship
- Approval for Civil Engineering Apprenticeship
- Further development of a BA (Hons) in Outdoor Education
- Development of a Gaelic Plan to spur leisure delivery and Gaelic Medium Teacher Training from Early Education through to Secondary.
- Further Masters level developments with international dimensions for international recruitment.
- Approval of Masters Level applied Anthropology modules
- Open summer school delivery on Scottish Culture.

### Investors in People (IiP)

As previously reported, the College underwent a review of IiP Gold in December. We have retained our Gold award and have received significant and useful insight into our direction of travel that has support from colleagues, partners and the IiP assessor.

Salient points from the report include:-

- We meet the IIP Gold standard
- We are on track for Platinum for 2020
- We need to develop our performance management, PIs and staff development.

All necessary actions are underway.

## **Integration**

The integration project is regarded as a positive development for the college and is widely understood and accepted by most.

SMT have maintained clear and constant communication with all staff over the whole period of the project and worked proactively with colleagues and with local and national unions to give clear and concise information. This included a well attended and very well received talk on TUPE and related issues given by the Director of Organisational Development.

Of note, our Marketing and Communications Manager has taken on UHI wide communication responsibilities as integration creates alternative demands within EO.

As the project progresses, the Principal will meet with the Vice Chancellor to agree and take on UHI wide operational responsibilities to deliver the project as it is further defined.

It should be noted that the Progressive Academic Structure presented to the Board in December has been adopted as the standard for UHI post integration. Consequently, it is paused in the context of local delivery, and its wider delivery will become a key operational theme for UHI.

An interesting concern has been raised by some staff regarding the “post integration culture”. The concerns are based around management structure, ethos and values. Colleagues within Inverness College do not want our culture compromised.

## **Targets and Forward Planning.**

We are beginning the process of planning for 2018/19 and are confident that our core activity will continue to be healthy.

As part of the central objectives for SMT, we will be developing the financial strategy as a sub-strategy which will include the forward planning and support to grow additional income. Some of this forward planning, in relation to additional income through commercial, Future Workforce Development Fund and modern apprenticeship is looking extremely positive with a target of circa £1.3 million. Our international recruitment strategy is targeting circa £150k in year 1 and separate development of a Vice Principal Academic Development should support exponential growth over time.

## Board of Management

<b>Subject/Title:</b>	Student Residences
<b>Author:</b> [Name and Job title]	Prof Christopher O'Neil, Principal & Chief Executive
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	22 <sup>nd</sup> March 2018
<b>Date Paper prepared:</b>	14 <sup>th</sup> March 2018
<b>Brief Summary of the paper:</b>	To provide an update in relation to issues at the campus residences.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	<ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> </ul>
<b>Resource implications:</b>	No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: Organisational: Student safety and reputational risk
<b>Equality and Diversity implications:</b>	No
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	Staff – limited UHI – Principal & Chief Executive Stakeholders – academic partners & CityHeart

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should <b>not</b> 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)	X	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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)