

Board of Management

Meeting	Chairs Committee
Date and time	Tuesday 12 March 2019 @ 4.00 p.m.
Location	Room 220, 1 Inverness Campus

College Secretary
5 March 2019

AGENDA

Welcome and Apologies

Declarations of Interest

1. MINUTES

Meeting of the Committee held on 22 November 2018

2. OUTSTANDING ACTIONS

Action list

3. GOVERNANCE

a. Action from F&GP implementation plan

Report by Board Secretary

b. Board member evaluation

Report by Board Secretary

4. SCHEDULE OF BOARD AND COMMITTEE MEETINGS

Report by Board Secretary

5. FINANCE STRATEGY

Report by Director of Finance

6. STANDING ITEM – ISSUES FROM CHAIRS

7. SMT REPORT

Report by Principal

8. AOCB

9. DATE OF NEXT MEETING

Thursday 23 May 2019 - 8.30 a.m.

**MINUTES of the MEETING of the CHAIRS COMMITTEE held in the Board Room,
1 Inverness Campus on Thursday 22 November 2018**

PRESENT:	Hazel Allen (by teleconference), Sarah Burton, Brian Henderson (by VC), Neil Stewart, Steve Walsh, John Wilson
APOLOGIES:	-
CHAIR:	Sarah Burton
ATTENDING:	Principal Secretary to the Board of Management

1. MINUTE AND NOTES

The minute of the Meeting of the Committee held on 24 May 2018 and the Note of the Meeting of the Committee held on 13 September 2018 were **ACCEPTED** as correct records, were **APPROVED** and signed by the Chair.

2. OUTSTANDING ACTIONS

Programme Board

The Programme board had had their inaugural meeting and the next meeting was scheduled for 11 December. A fourth work stream had been added to the three already identified, namely Student Engagement. The Board proposed to report on progress in January/February 2019 and to have formulated proposals to put forward to all partners by June 2019.

Director of Finance – dual role

Moray College UHI had indicated that they wished to retain the services of the individual seconded to them from UHI and not use 50% of the Director of Finance dual role, as per the terms of appointment. As an alternative, it had been suggested that the Director of Finance might take on a peripatetic role, e.g. advising other academic partners on specific projects.

The Committee **AGREED** that the Chair of the Board, the Chairs of Finance and General Purposes and Audit and the Principal would meet to discuss the Finance requirements for Inverness College.

Hazel Allen left the teleconference

**3. RISK /STRATEGY/ PLANNING – BOARD AWAY DAY – FRIDAY 25
JANUARY 2019**

A number of issues had been raised at various meetings and it had been agreed that they be discussed at the Board Away Day. This included risk, finance strategy, scenario planning, curriculum review as well as a session on engaging the board in order to develop actions from the recent Board evaluation exercise.

The Principal advised that a risk workshop would be held with members of the SMT in early December which would help frame the outline of the board away day.

The Board Chair **REQUESTED** the Principal to provide the Board with detailed information on the discussions at executive level so as to fully inform them of the process being followed in, for example, curriculum planning. The context for the away day also had to be set as well as identifying outputs to be achieved.

It was **AGREED** that the Principal seek the services of an external facilitator for the day.

4. SUCCESSION PLANNING - COMMITTEE CO-OPTION

A report by the Board Secretary provided some background information on the need to seek co-opted members for both the Finance and General Purposes and the Learning, Teaching and Research Committees as well as outlining the proposed advertising and recruitment processes to be followed.

It was **AGREED** that the Board Secretary should contact the Inverness Chamber of Commerce for the F&GP co-opted position and liaise with the Chair of HR for the LT&R co-opted position, as he would, through Highland Council, request that it be raised at a Head teacher's symposium, week beginning 26th November.

It was also **AGREED** that the Search and Nomination Committee consider Board succession planning early next year and that the Chair of Audit be asked to consider if there was a need for a co-opted member on the Audit Committee.

5. STANDING ITEM – ISSUES FROM CHAIRS

Finance and General Purposes

The Chair again confirmed the usefulness of the Agenda setting meetings. There would be a discussion at the next meeting on whether to change the way in which a number of items were reported to committee to ensure that all issues were covered but also that there was no unnecessary duplication across committees.

Human Resources

The Chair confirmed that the agenda setting meetings were also working well for HR. The only issue he had concerns over was the timeliness of reports.

Learning, Teaching and Research

The Chair advised that the agenda setting meetings were working well but it was important to ensure that these meetings were held well in advance of the committee meeting to allow time for reports to be produced.

Board of Management

The Chair of the Board sought feedback from the Chairs on the length of Board meetings. All agreed that the Chair allowed all members a fair hearing and that the onus must be on individual members to be aware of the length of time and the relevance of their input.

6. SMT REPORT

The Principal provided a verbal update on a number of issues including

- Notice from Colleges Scotland of a Statutory Ballot from EIS
- An ongoing quality process concern in engineering
- The work of the Programme Board
- The curriculum review process which would be extended to include external stakeholders
- Discussions with HS2 on the potential to develop an archaeology apprenticeship programme
- The progress with the development of the optometry degree and the difficulties in recruiting optometrists.
- A development opportunity with UHI to work with a private institution in Abu Dhabi to provide civil engineering and quantity surveying online distance learning degree courses and an MBA course.

7. DATE OF NEXT MEETING

Thursday 21 February 2019 - 8.30 a.m.

Signed by the Chair: _____

Date: _____

Outstanding Actions - Chairs Committee

22 February 2018				
Item	Action	Responsibility	Time line	Actioned
Ambassadorial role	Principal to guide board members on this role without becoming involved in operational issues Hold meetings with groups of Board Members	Principal	For next meeting May 2018 By end August 2018	Part complete
Board Member induction	Include proposals as part of board induction process	Board Secretary	Ongoing/ for next induction	Part complete
22 November 2018				
Item	Action	Responsibility	Time line	Actioned
Director of Finance, Dual role	Meeting to discuss the finance requirements for IC	Chair of Board, Chairs of F&GP, Audit and Principal		
Risk/strategy / planning	Provide board with detailed information at Exec level so as to fully inform them of the process being followed in e.g. curriculum planning	Principal	Away day 25 Jan	COMPETE
Committee Co-option	Contact Inverness Chamber of Commerce for F&GP position and Highland Council for LT&R position.	Board Secy	Immediate	LT&R appointment COMPLETE Continuing search for F&GP
Succession planning	S&N committee consider board succession planning	Board Secy	Meeting 21 Feb	

Board of Management

Subject/Title:	Governance – Action from Finance and General Purposes Committee Evaluation Implementation Plan
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Chairs Committee
Meeting Date:	21 February 2019
Date Paper prepared:	6 February 2019
Brief Summary of the paper:	<p>The Finance and General Purposes Committee carried out a committee evaluation last year.</p> <p>The following question was part of the evaluation.</p> <p><i>“Is the role of the F&GP committee with regard to the financial statements compatible/clear/consistent with that of the Audit Committee?”</i></p> <p>There was not a conclusive response to the question by members of the committee. The agreed action was that</p> <p>“Chairs Committee should discuss the question in the first instance”</p>
Action requested: [Approval, recommendation, discussion, noting]	The Chairs of the Audit and Finance and General Purposes Committees are requested to consider the question from their perspective and to bring forward their thoughts for discussion.
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:

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

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

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

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

Board of Management

Subject/Title:	Board Member Evaluation
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Chairs Committee
Meeting Date:	21 February 2019
Date Paper prepared:	6 February 2019
Brief Summary of the paper:	<p>The Code of Good Governance for Scotland's Colleges requires that "the board must ensure that all board members are subject to appraisal of their performance, conducted at least annually, normally by the Board Chair"</p> <p>The Chair of the Board carried out most of the evaluations during 2017-18. It was agreed that going forward, to spread the time commitment required, he would evaluate the Committee Chairs and in turn, the Committee Chairs would evaluate those members who were members of standing committees. Each Board member was allocated to a "primary committee" for the purposes of evaluation.</p> <p>A number of members were appointed in 2017 so an evaluation was not undertaken during 2017-18 as they had not been in post for a 12 month period.</p>
Action requested: [Approval, recommendation, discussion, noting]	The 2018-19 evaluations require to be completed to comply with the Code of Good governance for Scotland's Colleges and to provide the evidence required if any member wishes to seek an extension to their appointment period (please refer to the agenda and papers for the Search and Nomination Committee). The evaluations and the timescale for completion is shown in the body of the report.
Link to Strategy: Please highlight how the paper links to, or assists with::	
<ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:

Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	
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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)
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Board of Management – Board Member evaluation

Chair of the Board – Neil Stewart

John Wilson
Sarah Burton
Hazel Allen
Brian Henderson
Steve Walsh

“Primary” Committee of other Board Members. Evaluation to be carried out by respective Chairs

Chair of Audit – Hazel Allen

Jaci Douglas
Fiona Neilson

Chair of HR – Steve Walsh

Andy Gray
Innis Montgomery

Chair of L&T – Sarah Burton

Tom Speirs
Helen Miller
Robyn Kennedy
Andrew Bowie
Shawna Mackinnon

Chair of F&GP – Brian Henderson

Gavin Ross
Carron McDiarmid

TIMESCALE

It is proposed that all evaluations be completed **by the end of April 2019** and all paperwork passed to the Board Secretary for recording. This will allow all the information to be collated and a report prepared for a meeting of the Search and Nomination Committee on 23 May.

EVALUATION DOCUMENTATION

Members will recall that there are three parts to the evaluation

Part A – Board Member self- evaluation

(To be completed by Board Member prior to meeting with Chair)

B – Part B: Board Member self- evaluation

To be completed by the Chair and agreed with the Board Member as a confidential summary or their discussion

C - Part C: Board Member annual development plan agreed with Chair

(to be passed to Board Secretary for action as required)

The three forms are shown overleaf.

ANNUAL BOARD MEMBER DEVELOPMENT MEETING WITH BOARD CHAIR

Name of Board member:	Date completed:
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Part A: Board Member self- evaluation (To be completed by Board Member prior to meeting with Chair)		
Development Pillars	Over the last year, where have I made an effective contribution or developed my skills/knowledge? Anything I could have done better?	Looking to next year, where would I like to make a contribution and/or develop my skills/knowledge further?
Knowledge of the external environment		
Board member skills		
Knowledge of the organisation's business		
Contribution to board team work		

Signed:

ANNUAL BOARD MEMBER DEVELOPMENT MEETING WITH BOARD CHAIR

Name of Board member:	Date completed:
------------------------------	------------------------

Part B: Board Member self- evaluation To be completed by the Chair and agreed with the Board Member as a confidential summary or their discussion		
Development Pillars	Over the last year, where have I made an effective contribution or developed my skills/knowledge? Anything I could have done better?	Looking to next year, where would I like to make a contribution and/or develop my skills/knowledge further?
Knowledge of the external environment		
Board member skills		
Knowledge of the organisation's business		
Contribution to board team work		

Signed chair:

Signed Board member:

BOARD MEMBER DEVELOPMENT PLAN

Part C: Board Member annual development plan agreed with Chair (to be passed to Board Secretary for action as required)

It has been agreed that the College will support

 in developing the following skills/knowledge over the next 12 months

Development Pillars (as required)	
Knowledge of the external environment	
Board member skills	
Knowledge of the organisation's business	
Contribution to board team work	

Signed Board member:
 Signed Chair:
 Date:

Board of Management

Subject/Title:	Schedule of Board and Committee meetings 2019-20
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Chairs Committee
Meeting Date:	21 February 2019
Date Paper prepared:	12 February 2019
Brief Summary of the paper:	The first draft of the schedule of Board and Committee meetings for the next academic year 2019-20 has been prepared. There is no change to the days and times for Committee or Board Meetings.
Action requested: [Approval, recommendation, discussion, noting]	The Chairs are asked to confirm that they are content with the days and times proposed for their meetings. The Schedule will be presented to all Board Members at the Board Meeting on 21 March for approval.
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Compliance with Standing Orders
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Potential failure of governance if Board and Committee meetings are not held
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	
Status – [Confidential/Non confidential]	Non Confidential
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes

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INVERNESS COLLEGE UHI - BOARD OF MANAGEMENT MEETINGS - 2019/2020 SCHEDULE

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

College Closed

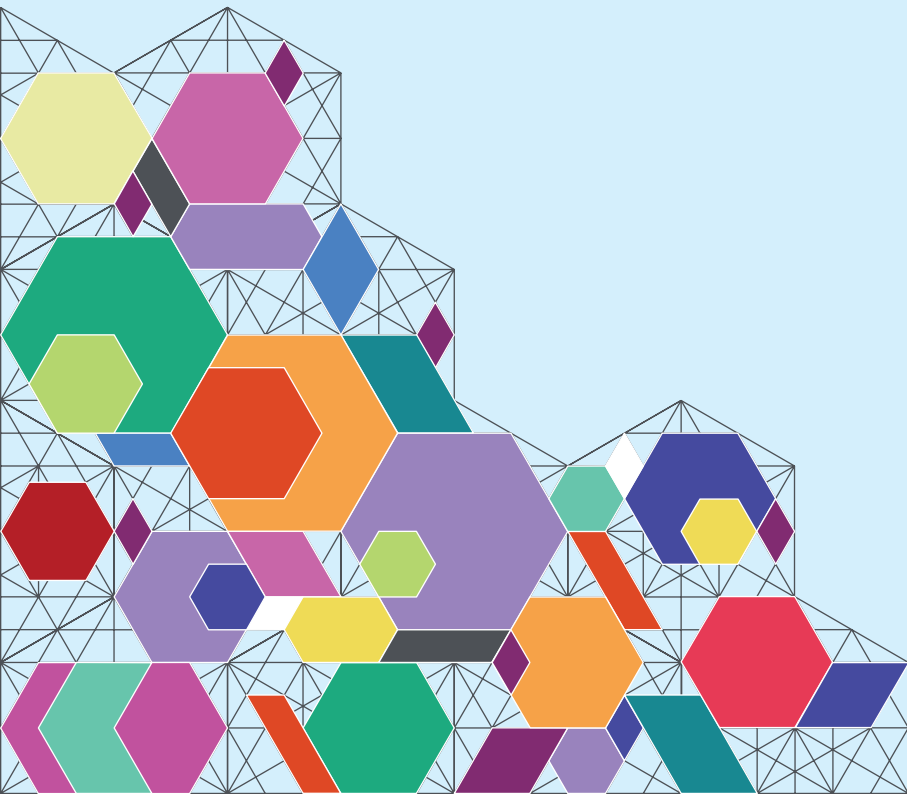
Chairs etc
 Audit
 Human Resources
 Learning, Teaching & Research
 Finance & General Purposes

 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. - September, March and June meetings
 Thursday 6 December @ 11.30 a.m.
 Thursday 6 December @ 09.00 a.m.
 Thursdays @ 3.30 p.m. - Oct and March meetings
 Tuesdays @ 3.30 p.m. December and June meetings

START
TOMORROW
TODAY

Finance Strategy 2018/2019 – 2022/2023



Finance Strategy 2018/2019 - 2022/23

How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI (ICUHI) on our strategic approaches to finance and financial sustainability.

Staff should make use of this strategy when creating their operational plans.

Context

This strategy has been developed to address the need for long term financial planning. It has been guided by the current ~~under the~~ Inverness College UHI Strategic Plan for 2017-2020, taking account of the significant changes in funding which the College sector in Scotland is currently experiencing. This is an enabling strategy that will support the development of the next iteration of the overarching Strategic Plan.

In line with the majority of colleges within the Scottish education sector, Inverness College UHI has historically been dependant on government grant funding through the Scottish Funding Council. With a Scottish Funding Council grant funding level in excess of 70%, this reliance presents a risk, particularly in times of challenging public sector budget allocations.

Scottish Funding Council grant funding assumptions for future years do not allow for inflationary uplifts and, in addition, colleges are expected to find efficiency savings of at least 3% each year. The largest element of the College's cost base is employment costs. The College is a signatory to the National Recognition and Pay Agreement and as such, must implement the outcome of collective pay bargaining outcomes which are negotiated at a national level on behalf of the sector. Employer contributions to pension schemes are not only rising as a percentage of the increased pay levels, but there is also substantial increase in the teaching pension scheme rates, up from 17.2% to 22.4% in April 2019. Therefore the only direct control that can be exercised on employment costs relates to staff numbers, job roles and deployment of staff.

Capital grant funding for infrastructure is limited, and there is still a large proportion of the college estate in Scotland which is aged and requires significant investment, as evidenced by the sector condition survey commissioned by the Scottish Funding Council during 2017/18. This places additional pressure at a national level on the allocation of capital grant funding. For 2018/19, some areas identified as very high priority in the sector condition survey received specific capital grant funding however the general allocation was reduced. Whilst Inverness College UHI is in the fortunate position of having a new campus and significant investment in other estate, the maintenance costs of ensuring that these assets are adequately maintained is

considerable. There is a risk that funding levels may not be sufficient in future years to adequately address both buildings and ICT requirements.

~~Audit Scotland, in their report “Scotland’s colleges 2016”, recommended that colleges develop long-term (minimum of five years) financial strategies underpinned by medium-term financial plans that link to workforce plans and take account of significant financial pressures such as national collective bargaining, estate development and maintenance and student support funding.~~

As a significant partner within the University of the Highlands and Islands (UHI) and an incorporated college, the main source of income for the College is grant funding allocated by the Scottish Funding Council to UHI. There are two distinct funding streams, Further Education and Higher Education, which both have different bases and measurement.

In 2015, the Scottish Funding Council embarked on a three year transition to a new simplified funding regime for further education, however largely due to the impact arising from the implementation of national pay bargaining across the Scottish college sector, the simplified funding regime has not been fully transitioned. The resulting uncertainty around funding methodology has a negative impact on medium and long term planning.

Currently, university higher education funding is allocated on a course basis, with the course attached to the relevant price group to identify the funding allocated. However in future, the Scottish Funding Council intend to allocate university higher education funding on the basis of the relevant price groups of individual units within a course, rather than the award itself. This will impact on all UHI partners and further analysis is being undertaken at a UHI level to fully understand the implications of this change.

~~However, w~~What is clear is that colleges must maximise income from sources other than the Scottish Funding Council in order to remain financially sustainable and support future growth and investment. It is a requirement of the Financial Memorandum between the College and UHI as the Regional Strategic Body that the College plans and manages its activities to remain sustainable and financially viable. It states that “A College is being managed on a sustainable basis if, year on year, it generates sufficient income to cover its costs and allow for maintenance of and investment in its infrastructure (physical, human and intellectual) at a level which enables it to maintain adaptive capacity necessary to meet future demands.”

Audit Scotland, in their report “Scotland’s colleges 2016”, recommended that colleges develop long-term (minimum of five years) financial strategies underpinned by medium-term financial plans that link to workforce plans and take account of significant financial pressures such as national collective bargaining, estate development and maintenance and student support funding.

To address these challenges, the College believes that there is no single solution that will have the desired level of impact. Instead, the Finance Strategy recognises that the solution is a strategy of incremental gains and improvements across the College, spanning income generation through to cost effectiveness and efficiency.

The Finance Strategy is interdependent with all the College enabling strategies. The strategic objectives in many of our strategies form the building blocks for the Finance Strategy. In order to be successful and achieve our strategic aims as stated in the Strategic Plan 2017-2020, the strategies must demonstrate effective synergy.

~~The strategic objectives in many of our strategies form the building blocks for the Finance Strategy. Success across our enabling strategies will drive success within the Finance Strategy.~~

Strategic Objective 1: To maximise the curriculum offer through the effective and innovative use of resources

We will achieve this by:

- Curriculum planning ensuring delivery of viable demand-led sustainable curriculum that matches available resources
- ~~Thorough Curriculum~~ review ensuring that curriculum and methods of delivery meet student expectations including the identification of under-performing areas
- Effective timetabling to ensure deployment of assets is maximised and campus provision is operating efficiently
- Continual review of operations to maximise efficiencies in staffing and other resources
- Forward planning and environmental scanning enabling the College to anticipate future requirements and plan for these
- Increasing the flexibility of our estate to meet demand and support growth opportunities~~catch demand~~
- Working with our facilities provider and other suppliers to ~~ensure our estate is operating efficiently~~secure efficiencies in our estate and reduce waste

Strategic Objective 2: To develop integrated reporting to better inform decision making

We will achieve this by:

- The development of a barometer containing summary performance indicators from a range of underlying data sources to provide a clear, transparent and comparable tool
- The completion of detailed course costings on a consistent basis as an integral element of the validation process, and subsequent review and evaluation of effectiveness and sustainability

- Clear understanding of the differing needs of budget holders leading to enhancement of financial monitoring reports to better meet those needs
- Investing in our financial and management information systems to improve data capture and remove manual processes
- The development of corporate monitoring reports to include more non-financial and qualitative data
- Working with UHI Executive Office and academic partners to identify information requirements

Strategic Objective 3: To increase non-SFC income streams

We will achieve this by:

- Curriculum review, ensuring that curriculum and methods of delivery meet student expectations and are attractive to full fee paying students
- Continually assessing our wider offer and effective promotion of all resources, both physical and human
- Identifying and acting on opportunities for contract research and consultancy
- Working with stakeholders such as government agencies, third sector agencies and industry to increase the provision offered
- Ensuring that all levels, Foundation, Modern and Graduate, of apprenticeship curriculum are current and will provide students with the relevant skills to meet employer expectations
- Working with employers to understand their needs and expectations, and tailoring our commercial offering to match
- Effective, targeted promotional campaigns
- Actively seeking new stakeholder engagements

Strategic Objective 4: To increase the number of full fee paying students

We will achieve this by:

- Trans National Education (TNE) using specific models and products appropriate to this activity and attractive to prospective students
- Setting challenging but achievable targets for recruitment of an appropriate cohort of students per year
- Working with UHI to invest in effective marketing and promotion of identified curriculum in targeted international recruitment
- Working with UHI to ensure that student applications are processed efficiently and effectively thereby increasing the conversion rate
- Identifying and focussing on specific markets through the effective use of market intelligence
- Establishing and articulating market status through inclusion in relevant league tables
- Adding value to the offer for full fee paying students
- Providing an excellent student experience which will raise the profile and standing of the institution

Strategic Objective 5: To engage with UHI to further strengthen delivery formats, meet student expectation and satisfy the needs of stakeholders

We will achieve this by:

- Engaging with academic staff across the UHI partnership to identify suitable options
- Using data available to identify strengths and expanding on these whilst also identifying opportunities for change and cost effective growth
- Full participation in relevant pan UHI curriculum planning forums
- Monitor the qualitative experience through curriculum planning, student feedback and stakeholder focus groups

Strategic Objective 6: To develop staff awareness and knowledge of the benefits of effective resource allocationprocurement and their responsibilities in maximising efficiencyrole within this

We will achieve this by:

- Supporting staff in achieving efficiency savings and/or gains through the introduction of efficiency targets
- Working with staff at all levels to continually review costs and understand their responsibilities regarding economy, efficiency and effectiveness
- Clearly articulating to staff the benefits to be realised from incremental / marginal gains and how all staff can contribute towards financial sustainability
- Continually reinforcing the importance of accurate, timeous data, particularly in relation to student and course data within the student information system
- Quarterly high level reporting to middle and senior managers
- All staff e-newsletter, workroom briefings, staff conference and discussion through meeting and committee agendas
- Providing ~~group~~ training sessions that are relevant, concise and supported by appropriate materials
- Supporting individual staff with training and guidance, regularly checked through PDR oversight
- Reviewing processes and procedures, working with staff to identify and remove non-value activities
- Rolling out the procurement process to all staff and developing appropriate mechanisms to monitor success, including evaluation of added value benefits secured through effective procurement practices

Key Performance Indicators

KPI
Non-SFC income as a % of total income
Days ratio of cash to total expenditure
Staff costs as a % of total expenditure
Staff costs as a % of total income
Underlying operating surplus/(deficit) as a % of total income

<u>Full fee paying students as a % of target</u>
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<u>Student to Staff Ratio - SSR</u>

Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

Strategic Aim
Student Life We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice
Curriculum We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region.
Professional Practice Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.
Organisational Development As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.
Research and Innovation We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally
Sustainability We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.

BOARD OF MANAGEMENT

Subject/Title:	SMT Report
Author: [Name and Job title]	Prof Christopher O'Neil, Principal
Meeting:	Chairs Committee
Meeting Date:	21 February 2019
Date Paper prepared:	13 February 2019
Brief Summary of the paper:	Overview of the key issues being discussed across the partnership via partnership council
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

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

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

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

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

SMT REPORT

There are a number of concerns and drivers that have occupied the SMT in this period, many of which could have serious implications on the position of Inverness College UHI, our relationships within the partnership, our standing and our governance.

PARTNERSHIP COUNCIL

Partnership Council was asked to consider and re-consider the draft Academic Partnership Agreement that was drawn up around 2015. There was considerable concern raised by both the then Inverness College Management and Board about the document. Minutes from the Board demonstrate a concern and confusion about why and how a legalistic and “top down” contract was necessary and the manner in which it has been designed. There was considerable input into the process at the time from Inverness and others and some of this input, and proposed adjustments were also supplied by UHI Executive Office (EO) ahead of the Partnership Council meeting. To note, the Partnership Agreement supplied is dated 19th November 2015 by Thorntons but the concerns raised and responses were not dated.

Prior to the Partnership meeting, there was a considerable discussion between the Principals, all of whom felt the presentation of the document was ill timed and ill judged. Particularly at the time the Programme Board is examining the shape and form of the Partnership.

At the meeting the UHI COOS stated that the document had to be a legally binding document because of the necessary and binding agreements relating to issues such as financial distribution or GDPR.

The partners, without exception, agreed that some aspects of the UHI partnership must be subject to a binding contract, but the Partnership Agreement presented was not an agreement and did not even take into account current legal concerns.

The view expressed and accepted was that a Partnership Agreement was necessary but one that would define relationship and service. It was agreed that a working group needed to be formed to examine the principles of partnership and establish the necessary legal contracts. All to be carried out within the context of the programme Board’s work.

A further proposal was presented to Partnership Council to consider the establishment of a VAT group.

The rationale behind the proposal is that this would save the partnership a “six figure sum” in the provision of services from EO to the incorporated partners. The paper requested that non-incorporated partners consider joining the group.

The proposal had two options. The first being the formation of the VAT group which would include EO taking the lead, the production of consolidated accounts (not costed) and any liability around returns remaining with the partner.

The second proposal was that all UHI students be registered via EO, this doing away with the need to address VAT via a group.

The proposals created considerable concerns from all partners. This was the third time a VAT group has been proposed and the questions raised by the Principals at the second time of presentation had not, it was felt, been addressed.

The Principals rejected the paper whilst accepting that any potential VAT liability was not desirable. However, this liability needs to be defined.

The Principals made it clear that before any further proposals came forward, the Finance Directors Practitioners Group should be involved in the debate and be part of a costed business plan with options for the Principals. This was accepted as was the concern about an ill-timed proposal.

Partnership Council also discussed the FFR and financial position of the partnership. A discussion that has led into FERB and elsewhere, including Court.

A key issue with the FFR process is that despite guidance, the FFR methodologies were not consistent across the partnership. It was agreed that the inconsistencies would be examined and any necessary adjustments to the figures made.

It was also agreed that any mitigating actions carried out by partners and their impact would be presented to Court including EO's position. This is particularly useful for both Inverness and Perth who have done considerable planning work in response to the FFR's.

PROGRAMME BOARD

The work of the Programme Board is ongoing and following the workshops and Board meeting on 4 & 5 February, I can report that the work is moving ahead in a positive and engaged manner. Four key work streams have been established and they are Governance, Finance, Employment and Student experience.

- The Governance group will be approaching each of the partners Boards and Court to establish the appetite and remit for change.
- The finance group has begun the work of examining the RAM methodology and principles of cross partnership support
- The employability group has begun the process of examining single employer status although some concern was expressed about a potentially narrow view through the Board meeting.
- The student group has developed 4 distinct works steams and is seeking evidence to examine equivalence, experience and parity across the student journey