

Meeting	Board of Management
Date and time	Tuesday 31 March 2026 at 4.30 p.m.
Location	Hybrid via Microsoft Teams and in room 203/204

Governance Officer  
09 March 2026

## AGENDA

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

### Welcome and Apologies

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

### ITEMS FOR DECISION

- 16:30 - 16:35    **1) MINUTES**
  - a.) Meeting of the Board of Management held on 03 February 2026
  - b.) Confidential Note (CN-BoM-01-022026) of the Board of Management held on 03 February 2026
  - c.) Confidential Note (CN-BoM-02-022026) of the Board of Management held on 03 February 2026
  - d.) Board Away Day held on 04 February 2026 (CONFIDENTIAL)
  
- 16:35 – 16:45    **2) OUTSTANDING ACTIONS**  
Actions List
  
- 16:45 – 17:05    **3) STUDENT RECRUITMENT REPORT**  
Report by Information Systems Manager
  
- 17:05 – 17:45    **4) FINANCIAL UPDATE (CONFIDENTIAL)**  
Report by the VP Curriculum, Operations & External Relations & the Director of Finance and Estates
  - a.) Financial Recovery Plan

- b.) VS Scheme
- 17:45 – 18:10 **5) PRINCIPAL'S REPORT**  
Report by Principal
- 18:10 – 18:20 **6) BREAK**
- 18:20 – 18:40 **7) FBC UPDATE – 11<sup>th</sup> MARCH 2026 MEETING (CONFIDENTIAL)**  
Verbal Report by Chair of Board of Management
- 18:40 – 18:50 **8) FE & HE FEES 2026/27**  
Report by the Director of Finance and Estates

### **ITEMS FOR DISCUSSION**

- 18:50 – 19:00 **9) KPI MATRIX**  
Report by Operations and Commercial Manager
- 19:00 – 19:10 **10) GOVERNANCE UPDATE**  
Report by Governance Officer
  - a. General Update
  - b. Schedule of Meetings for Academic Year 2026/27
  - c. Board Development Plan
- 19:10 – 19:25 **11) UHI Court – FBC UPDATE**  
Verbal Report by Further Education Regional Lead
- 19:25 – 19:25 **12) DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**
  - a.) PRR Committee held on 28 January 2026
  - b.) S&N Committee held on 28 January 2026
  - c.) Audit Committee held on 03 March 2026
  - d.) F&GP Committee held on 05 March 2026
  - e.) LT&R Committee held on 10 March 2026
  - f.) HR Committee held on 12 March 20256
  - g.) Chairs Committee held on 17 March 2026
- 19:25 – 19:25 **13) UHI UPDATES**
  - a.) Minutes of University Court held on 17 December 2025

### **FOR NOTING**

- 14) AOCB**
- 15) DATE AND TIME OF NEXT MEETING**  
23 June 2026 at 4.30 p.m.

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

# UHI | INVERNESS

<b>Subject/Title:</b>	Outstanding Actions
<b>Author:</b> [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
<b>Meeting:</b>	Board of Management Meeting
<b>Meeting Date:</b>	31 March 2026
<b>Date Paper prepared:</b>	23 March 2026
<b>Brief Executive Summary of the paper:</b>	This paper provides the Board of Management with an update on all outstanding actions. The status of the actions has been clearly marked, with updates provided for outstanding actions.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion and Noting.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance
<b>Resource implications:</b>	Yes / <b>No</b> <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / <b>No</b> <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/ <b>No</b> <b>If yes, please specify:</b>
<b>Student Experience Impact:</b>	Yes/ <b>No</b> If yes, please specify:
<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 confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

### **Purpose of the report**

To provide the Board of Management with an update on all outstanding action.

### **Executive Summary**

The Board of Management oversees and monitors the progress of all actions and recommendations raised to date. The status of the actions has been clearly marked, with updates and comments provided for outstanding actions. The Governance Officer monitors the action progress and contacts all actions owners for updates on a regular basis.

### **Progress update:**

- Board of Management action list:
  - ✓ 3 actions complete
  - ✓ 3 outstanding actions
  - ✓ 2 actions superseded

# Board of Management - Action List

Item 02.a

Action	Academic Year	Status	Finding	Recommendation	Recommendation Significance	Implementation Date	Responsible Officer	Comments
3	25/03/2025 2024/25	Ongoing	<b>Variations of credit-based funding across partnership:</b> The importance of a consistent approach to the use of credits by all partners and the RBS had been highlighted by the Board.	The variations of credit-based funding across partnership to be raised with UHI.	Medium	31 June 2025	Chair of the Board	<b>Update 31/06/2025:</b> The matter has been raised with the Chair of the Court. An update is expected after the next UHI Court meeting. <b>Update at 07/10/2025:</b> The Chair of the Board will re-check the status of this action with EO. <b>Update at 08/12/2025:</b> This action is being reviewed as part of the FBC process. <b>Update at 03/02/2026:</b> This action is being reviewed as part of the FBC process.
4	24/06/2025 2024/25	Ongoing	<b>Topslice increase for 2025/26:</b> Discussion about the financial figures presented, concerns regarding duplication of systems and processes and the need for the topslice being reviewed took place.	Reasons for the increase in topslice for 2025/26 to be discussed with EO.	High	31 October 2025	Chair of the Board	<b>Update at 07/10/2025:</b> The Chair of the Board will re-check the status of this action with EO. <b>Update at 08/12/2025:</b> This action is being reviewed as part of the FBC process. <b>Update at 03/02/2026:</b> This action is being reviewed as part of the FBC process.
5	24/06/2025 2024/25	Superseded	<b>Financial 5-year plan - timeline:</b> There is a plan to move the college from its current forecast budget deficit to a financially sustainable position or at least break-even from a cashflow point of view. This will be achieved through a variety of measures that have been listed within the body of the report.	Clear timelines to be included within the financial 5-year long-term plan to reduce the operational deficit.	Medium	31 October 2025	Director of Finance and Estates	<b>Update at 07/10/2025:</b> EMT is looking at different processes to establish areas for efficiency measures. Concerns were raised about cash position and FFR dropping but topslice rising. The Chair of the Board requested that the FGP Committee also be informed of these concerns and provided with an update. <b>Update at 16/12/2025:</b> This action is still ongoing. <b>Update at 03/02/2026:</b> This action is still ongoing. <b>Update at 23/03/2026:</b> Action superseded by the 3 Year Financial Recovery Plan.
6	24/06/2025 2024/25	Superseded	<b>Financial 5-year plan - discussions:</b> There is a plan to move the college from its current forecast budget deficit to a financially sustainable position or at least break-even from a cashflow point of view. This will be achieved through a variety of measures that have been listed within the body of the report.	Discussions to take place regarding the financial 5-year long-term plan with the RSB and SFC.	Medium	31 October 2025	Director of Finance and Estates	<b>Update at 07/10/2025:</b> Session to be scheduled. <b>Update at 16/12/2025:</b> This action is still ongoing. <b>Update at 03/02/2026:</b> This action is still ongoing. <b>Update at 23/03/2026:</b> Action superseded by the 3 Year Financial Recovery Plan.
10	24/06/2025 2024/25	Ongoing	<b>Principal's Report – QAA process:</b> The Board raised concerns in regard to the current QAA self-evaluation process, its 6 years cycle and risk associated with the final report being done for the whole of the partnership, not for individual colleges.	Feedback about the new QAA process to be shared with EO and SFC. There is a need for more frequent meetings.	Medium	31 October 2025	Chair of the Board	<b>Update at 07/10/2025:</b> Feedback to be shared with EO and SFC. <b>Update at 08/12/2025:</b> QAA reporting process might change with any new structure emerging from the Transformation process. <b>Update at 03/02/2026:</b> This action is being reviewed as part of the FBC process.
13	07/10/2025 2025/26	Complete	<b>FBC Update &amp; Discussion:</b> Due to time constraints, the Members had been asked to contact the Chair of the Board with questions regarding the Transformation process.	Board Members to send their questions in regard to the Transformation process to the Chair of the Board who will then share them with the EO.	Medium	31/10/2025	Chair of the Board and Board Members	<b>Update at 08/12/2025:</b> This action is part of ongoing current discussions with the EO and has been minuted at Committee and Board level. <b>Update at 23/03/2026:</b> Board's FBC feedback submitted to RSB in January 2026 as response to the FBC survey. Survey report shared with Boards in early March 2026.
17	20/01/2026	Complete	<b>Board Self-Evaluation Session:</b> All recommendations from the EER report and RSB survey to be collated into one Board Development and Action Plan document.	A new Board Development and Action Plan to be created.	Medium	June 2026	Governance Officer	
18	20/01/2026	Complete	<b>Board Self-Evaluation Session:</b> The Board reviewed the current KPI Matrix and discussion took place about scopes of a number of measures.	The Governance Officer to email the complete list of KPI measures to the Chairs of LTR & FGP Committees for them to decide which measures are in scope and should be reported to at meetings.	Medium	January 2026	Governance Officer	

## Board of Management

<b>Subject/Title:</b>	Student Recruitment 2026/27
<b>Author:</b> [Name and Job title]	Jane MacIennan, Information Systems Manager
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	31 <sup>st</sup> March 2026
<b>Date Paper prepared:</b>	23rd March 2026
<b>Brief Executive Summary of the paper:</b>	To provide the committee with the status of current recruitment for 2026/27. At the time of writing applications for FE courses including Senior Phase are up over 19% on 2025/26, and whilst there are fewer applications for HE courses than this time last year, acceptances are 4% higher. 49% of all active FE applications are for Senior Phase courses, and 74% of first year full time HE applications are for HNC courses.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: a) compliance • partnership services • risk management • strategic plan • new opportunity/change	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
<b>Resource implications:</b>	Yes
<b>Risk implications:</b>	Yes – quality of the student experience
<b>Equality and Diversity implications:</b>	Yes – equity of the student experience
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	n/a

<b>Status</b> – [Confidential/Non confidential]	<b>Non-confidential</b>		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	<b>Yes</b>		
*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.)			

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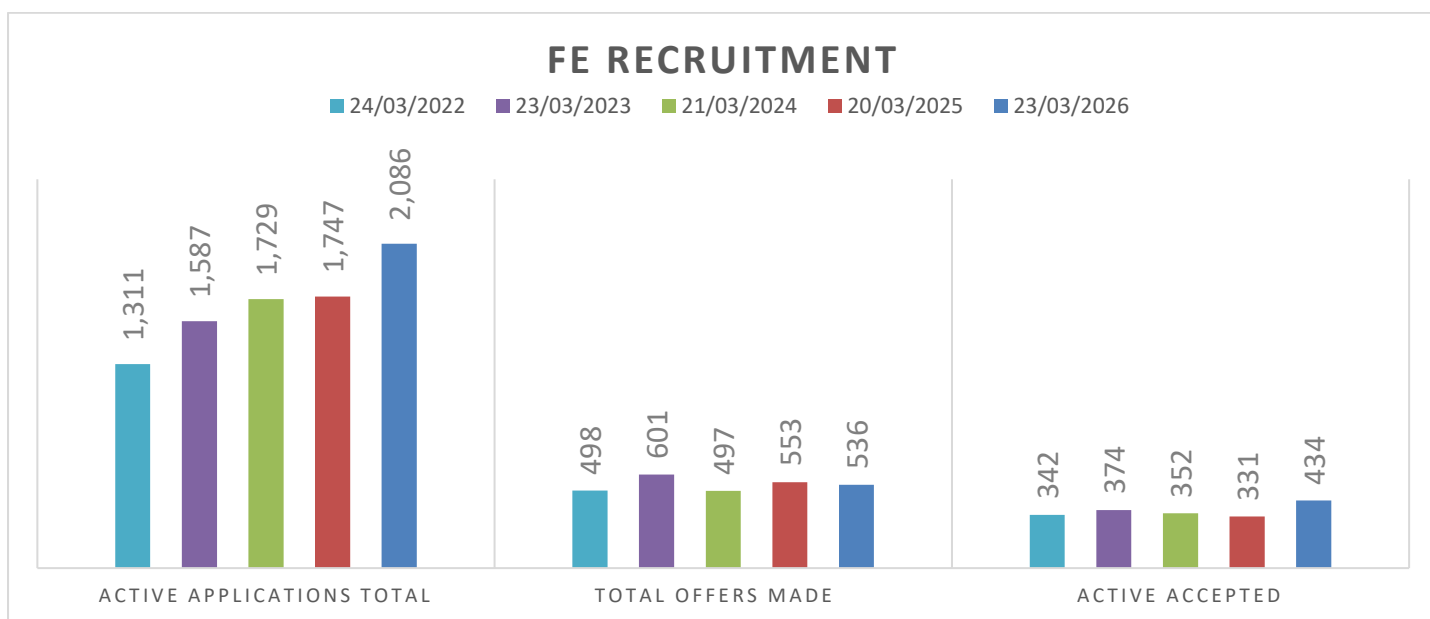
Student Recruitment 2026/27

Executive summary

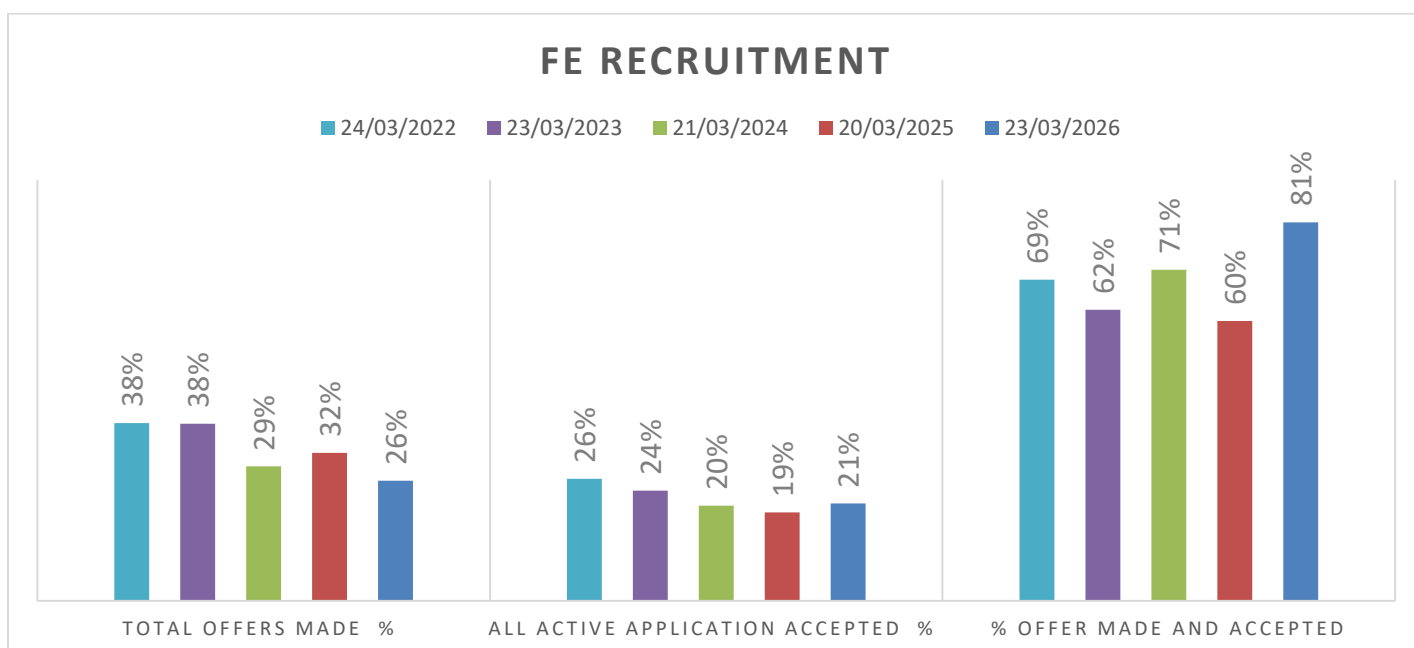
The report provides a summary of current recruitment for 2026/27. At the time of writing the number of FE applications is greater than the previous 4 years, and whilst there are fewer applications for HE courses than this time last year, acceptances are 4% higher. This is similar to the HE recruitment pattern for 2025/26.

FE

Applications for FE courses including Senior Phase are up over 19% on 2025/26. Applications for Senior Phase courses currently account for 49% of all active applications for Senior Phase courses. The closing date for Senior Phase courses was 20<sup>th</sup> March 2026, with offers to be made by 3<sup>rd</sup> April 2026.



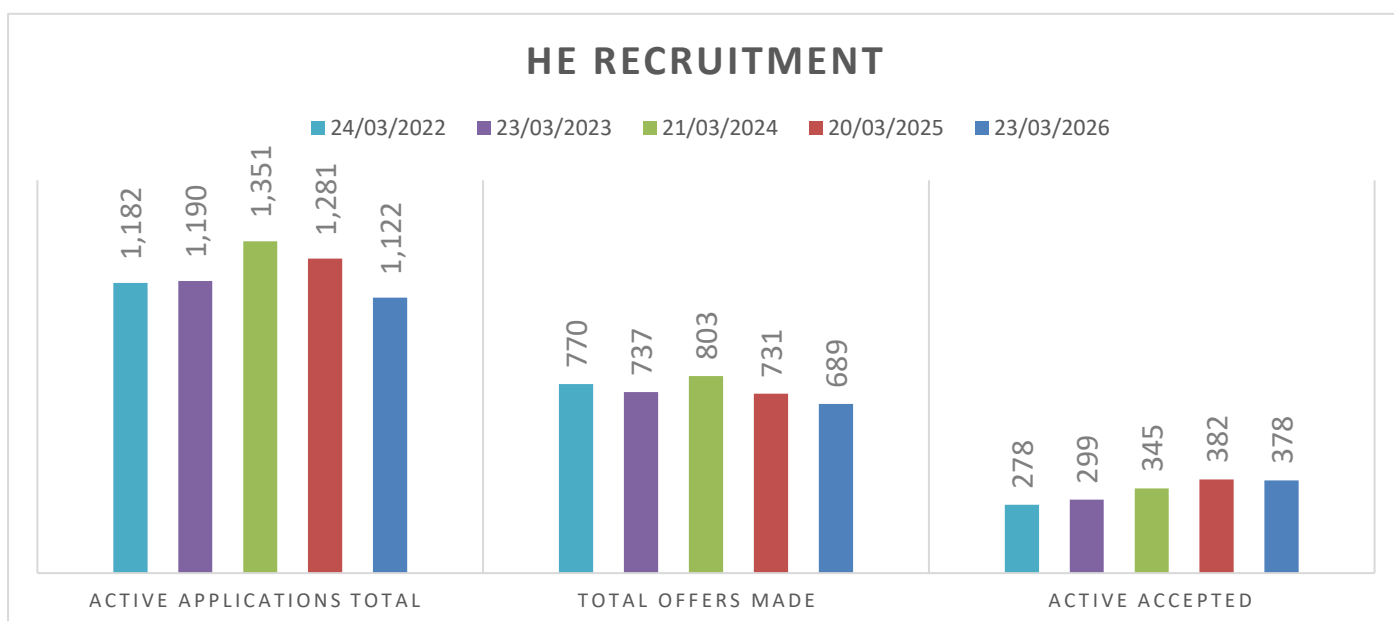
Acceptances are 2% higher than last year and of those applicants who have had an offer made, 81% have accepted to date.



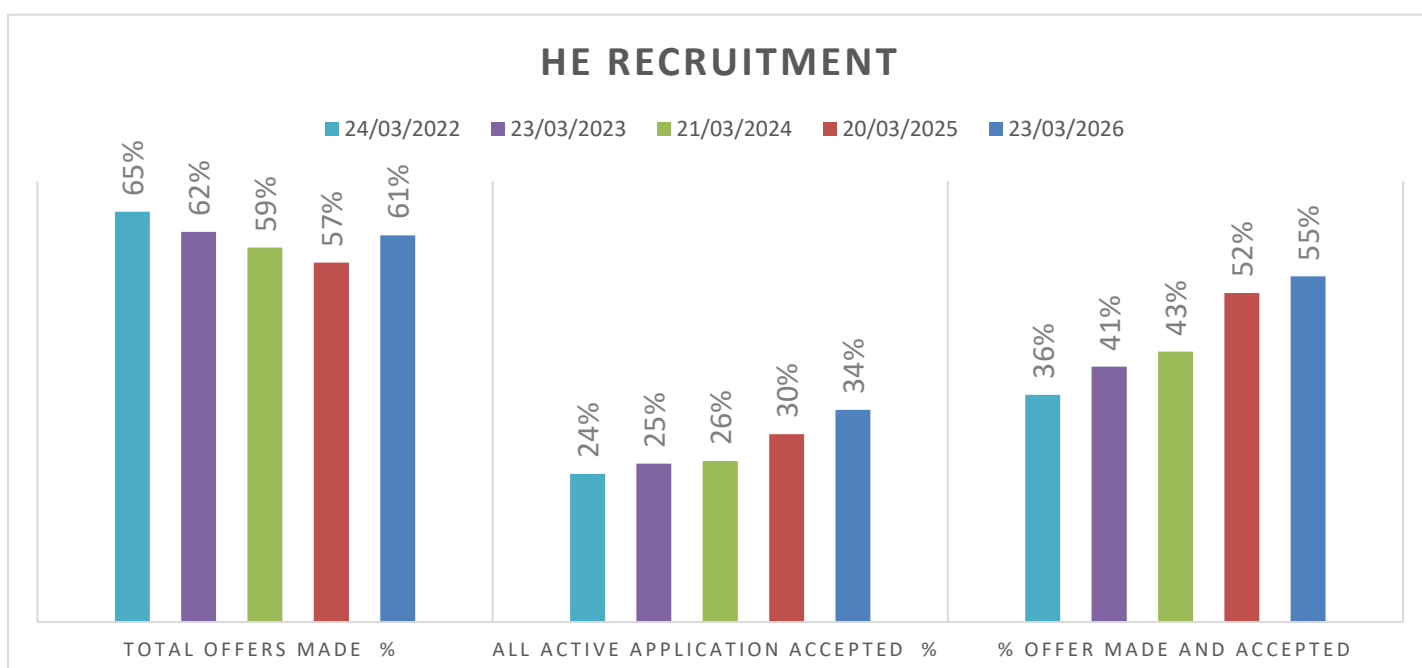
	Senior Phase Applications	All Active Applications Total	% of all active applications
24/03/2022	599	1,311	46%
23/03/2023	669	1,587	42%
21/03/2024	731	1,729	42%
20/03/2025	728	1,747	42%
23/03/2026	1,023	2,086	49%

HE

HE active applications are lower than this time last year, however whilst there are 159 fewer active applications, acceptances are only 4 lower than last year.



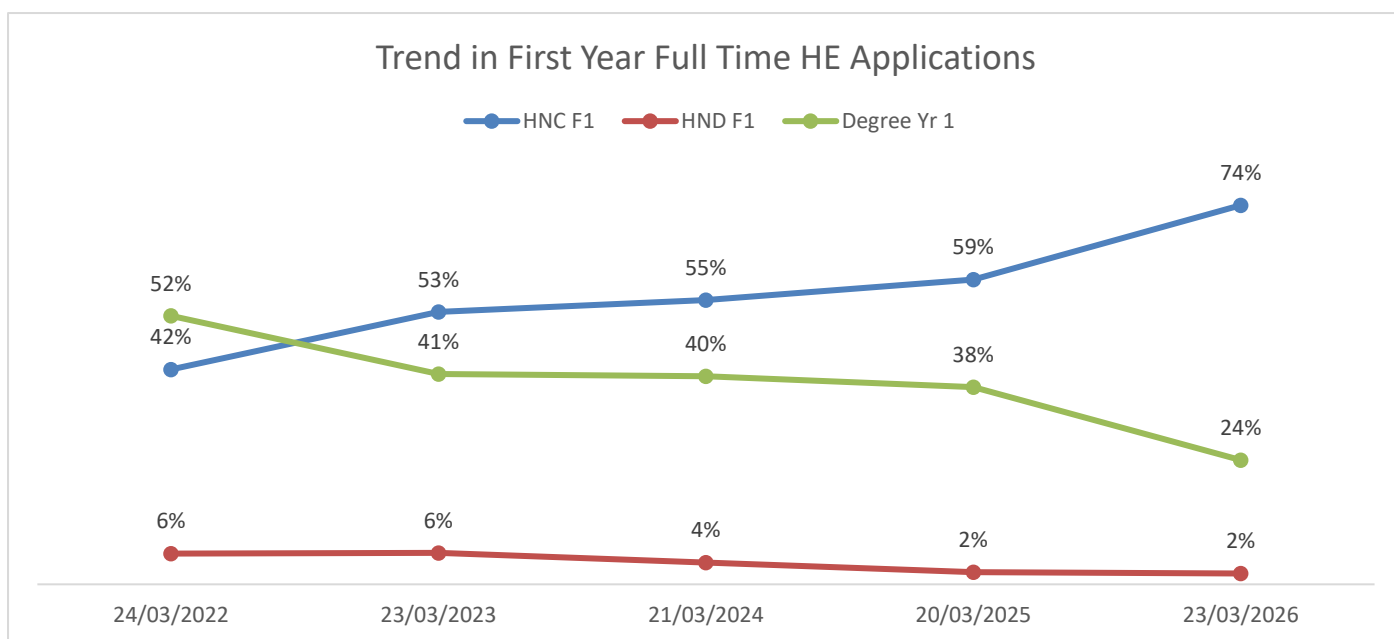
Acceptances are 4% higher than last year and of those applicants who have had an offer made, 55% have accepted to date.



Of the active applications received the largest growth area is for HNC full-time courses.

Full Time First Year Active Applications	HNC F1	HND F1	Degree Yr 1	Total
24/03/2022	349	50	436	835
23/03/2023	407	47	314	768
21/03/2024	526	40	385	951
20/03/2025	524	21	339	884
23/03/2026	525	15	172	712

The chart below shows the change in the trend for full time first year applicants, with a continuing increase in the number of applications for HNC courses and a decline in the number of applications for Degrees.



Jane Maclennan  
Information Systems Manager

## Board of Management

<b>Subject/Title:</b>	Principals Report: March 2026
<b>Author:</b>	Chris O'Neil Principal and Chief Executive
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	31 <sup>st</sup> March 2026
<b>Date Paper prepared:</b>	
<b>Brief Executive Summary of the paper:</b>	<p>This report covers an update on some of our “business as usual” activities and achievements across our campus’</p> <ul style="list-style-type: none"> <li>- HISA</li> <li>- Guinea Teaching Project</li> <li>- Highland Pathway to Healthcare Project</li> <li>- Women in Inverness Exhibition</li> <li>- Employers Open Evening</li> <li>- Inaugural Professorial Lecture</li> <li>- Forestry award</li> </ul> <p>This report also covers a brief note on the Full Business Case Meeting held on the 11<sup>th</sup> of March 2026.</p>
<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>	<b>If yes, please specify:</b>
<b>Risk implications:</b>	<b>If yes, please specify:</b>
<b>Equality and Diversity implications:</b>	<b>If yes, please specify:</b>

<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail			
<b>Status –</b> [Non confidential]	Non-Confidential following the redaction of commercially sensitive figures		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes]	Yes, with the redaction of commercially sensitive figures		
*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)	as above	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.)			

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## **Principals Report: March 2026**

### **Introduction**

As can be seen from this BoM agenda, there is a significant amount of work underway to ensure our stability, quality and sustainability for now and the future.

We have raised our concerns in the past that our 'business as usual' must not be negatively impacted as we participate in the significant work around UHI transformation, the impact of funding challenges and the changing nature of student/community demand.

We have undoubtedly been impacted by the wider work we are undertaking but, we have also delivered some excellent results, relationships and outcomes.

This Principal's report is designed to summarise some of these whilst other substantive items, such as our Financial Plan, recruitment and the Transformation Summit will be presented and discussed elsewhere on the agenda.

### **HISA News**

I am really delighted that our very own Oliver Sweeney and Chloe Young have both been successful in the recent HISA elections.

Under the current HISA President Xander McDade, HISA has been restructured and streamlined. As of this coming academic year, there will be an overall President and here there will be an Inverness Depute President.

Oliver will take the role of HISA President, responsible for oversight and leadership of the whole of HISA and Chloe will act as one of Oliver's Deputes with the responsibility of leading and representing our students.

The working relationship between Chloe and Oliver and their informed, thoughtful and determined representation of our students has been exceptional. I know that the Board agree with this and we owe them our thanks and congratulations on their future roles.

### **Guinea Teaching Project**

As previously presented to the Board, we began working with Anglo Gold Ashanti (AGA) at their facility in Siguiri, Guinea in 2025. We were employed to analyse the workforce's English Language needs and then develop and deliver an accredited and targeted pilot English programme. The value of the pilot was [REDACTED] and involved 17 weeks of teaching and assessments between October 2025 and February 2026 in Guinea.

The pilot was launched by Guinea's Minister for Mines and Geology and was extremely successful.

As a result of the success, we were invited to submit a tender for a two-year programme, a project led by Georgie Parker with the critical support of [REDACTED] our Depute Curriculum Leader and other key staff.

The Steering Committee of AGA met on the 17th of March 2026 to consider our tender.

Subject to sign off, we have been awarded a [REDACTED] contract.

### **Highland Pathway to Healthcare; Medicine and Pharmacy**

The Highland Pathway to Healthcare; Medicine and Pharmacy programme received approval at its Faculty Approval Event on the 16<sup>th</sup> of March. This is an exciting new course that is the first of its kind being a mixture of both Degree and HN Modules. This is a perfect example of being us being and representing the potential of a fully tertiary institution in a region that has many social and inclusion challenges.

The course will begin in August 2026 and has been designed to widen access for non-traditional students from rural communities across the Highlands who would like to pursue a career in Medicine or Pharmacy. This has been designed in partnership with the University of Aberdeen and Robert Gordon University. The involvement of many staff was critical, but I would particularly like to note [REDACTED] input in her first time role as a project leader.

### **Women in Inverness Exhibition**

The Women of Inverness photography exhibition by esteemed photographer and filmmaker Jenny Matthews launched at an evening reception on Wednesday the 4<sup>th</sup> of March.

Seventeen women from all walks of life who have made a valuable contribution to the life of the city feature in the portraits and attended the exhibition event in the Learning Resource Centre.

During her time in Inverness, Jenny, who is one of our visiting Professors, also ran a portrait workshop with school pupils who attend college on a Friday. The resulting images are displayed alongside the main exhibition, showcasing the incredible skills the pupils acquired by experimenting with different photography techniques.

The project was supported by the Inverness Common Good Fund, and a second set of prints is now in the ownership of the Council.

It is important that we recognise our role as one of Inverness' and the Highland's cultural centres and that we promote and celebrate our community.

## **Employers Open Evening**

The Open Evening with Employers at our campus on Wednesday the 11<sup>th</sup> of March was a great success.

We attracted nearly 600 visitors, and more than 50 employers had set up their stalls throughout our building. It was one of the busiest events we have held in recent years, and we received very positive feedback from prospective applicants and employers about the meaningful connections they made. UHI Inverness is increasingly recognised as an institution that promotes and delivers work-based learning through partnership.

It demonstrated the demand for relevant courses, apprenticeships and qualifications and the importance of our partnership with industry in providing opportunities that lead to rewarding careers.

The employers represented various sectors including engineering, civil engineering, construction, care and social care, hospitality, forestry and land management, the armed services, accounting and sport. Engineering and construction were particularly well represented by approximately 30 firms and organisations; both are sectors we are concentrating upon to reverse and improve the recruitment position for this year.

## **Bernd Hänfling; Inaugural Professorial Lecture**

Professorial title is the highest academic award granted by a university. A candidate for the title is subject to the scrutiny of an internal and external Professoriate who assess the value and significance of the candidate's contribution to knowledge and their leadership. It is a significant moment for the institution and the candidate when title is awarded against a brief descriptor of their expertise.

Bernd Hänfling is the Director of our Institute for Biodiversity and Freshwater Conservation. He is a world-renowned expert in the use of environmental DNA markers to monitor and gain insight into the state of our environment. His research outputs have been mapped onto the 2015 United Nations Sustainable Development Goals.

Bernd's title is now Professor Bernd Hänfling, Professor of Freshwater Biodiversity and Conservation at UHI.

The culmination of a long and demanding process is the delivery of a Professorial Lecture which Bernd delivered on Wednesday the 18<sup>th</sup> of March.

It was a wonderful public celebration of Bernd's significance and contribution to learning.

### **Forestry award**

The Scottish School of Forestry team behind the Forestry Operations New Entrants Programme have won the Building Industry Resilience Award at the Confor Awards 2026.

The five-week intensive pilot course was delivered at the Balloch campus last spring in partnership with Scottish Woodlands, Aviva Investors and Par Equity (part of PXN Group). It offered industry-recognised units and tickets in a number of skills to help students progress in the industry, move on to further forestry courses or set up new businesses.

The course is running again this semester with 12 new students who were selected from a pool of 150 candidates.

The awards organisers described the Forestry Operations New Entrants programme as an innovative initiative for young people and career changers that tackled industry skill shortages and represented a powerful blend of expertise and investment.

### **Full Business Case Meeting – 11<sup>th</sup> of March 2026**

The meeting which was run as a summit will be discussed elsewhere on this Board's agenda as a confidential item.

Consequently, I will record no detail here other than to say how pleased I and the other attendees were with the outcome of the day.

Professor Chris O'Neil

23<sup>rd</sup> of March 2026

Board of Management Meeting

<b>Subject/Title:</b>	FE and HE Fees 2026/27
<b>Author:</b>	Niall McArthur, Director of Finance & Estates
<b>Meeting:</b>	Board of Management Meeting
<b>Meeting Date:</b>	31 March 2026
<b>Date Paper prepared:</b>	27 February 2026
<b>Brief Summary of the paper:</b>	To present the FE and HE fees for 2026/27 to the Board of Management, the FE fees are for approval and the HE fees are for noting.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Approval/ Noting

<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Financial Sustainability
<b>Resource implications:</b>	Yes – monitoring of Financial Resources <b>If yes, please specify:</b>

ITEM 08.

<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Financial Operational
<b>Equality and Diversity implications:</b>	N/A
<b>Student Experience Impact:</b>	None
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	None
<b>Status –</b> [Confidential/Non confidential]	Non-Confidential
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes
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Its disclosure would substantially prejudice a programme of research (S27)	Its disclosure would substantially prejudice the effective conduct of public affairs (S30)
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## Recommendation

That Board approve the FE fees for 2026/27 and note the HE fees for 2026/27, as these are set by UHI.

### Purpose of report:

To present the FE and HE fees for 2026/2027 and ask for the Board of Management to approve the FE fees and to note the HE fees, which are set by UHI.

### Background

Under the Financial Memorandum between UHI Inverness and UHI EO, the college must set FE tuition fees on an annual basis, with HE fees being set and approved by UHI. The FE fees must be approved by the Finance and General Purposes Committee and the Board of Management before the beginning of the next academic year.

### FE and HE Fees for 2026/27

#### FE Fees

Currently, each academic partner sets its own FE fees, which means that colleges within UHI currently charge different amounts for the same course. It is our aspiration to see a Single Policy Environment agreed across the UHI Partnership, to enable a single FE tuition fee to be set for each course across all UHI Academic Partners.

In terms of the proposed FE tuition fees for 2026/27, at present, the current inflation rate in January 2026 is 3%. Therefore, the proposal is to increase FE fees by 3% for 2026/27. When considering the FE tuition fees it's worth noting the following:

- The majority of FE students do not pay tuition fees as they meet the eligibility criteria for the Fee Waiver Policy e.g. they are full time Scottish residents or studying part time on the Senior Phase provision or in receipt of benefits.
- Modern Apprentices do not pay fees.
- Commercial fees are set based on market rates with a contribution to overhead/margin on a course by course basis with responsibility for these being delegated to the Vice Principal, Operations & External Relations.

Last year we were able to publish the fees on the UHI Inverness website under each course to make it easier for students to understand the fee liability for their course. All FE fees which are set by the college are noted in appendix 1 of the report.

#### HE Fees

In terms of HE tuition fees, as stated above, these are set and approved by UHI on an annual basis. However, one of the major issues regarding HE tuition fees is that HE fees for Undergraduate Degrees and HNs are set by SFC/ SG, and have not changed since 2009/10, 15 years ago. Assuming an average increase of 2% pa over the last 15 years, and the current number of HE student fte's for 2026/27, the college is losing out on almost £700,000 of tuition fee funding from SAAS/ SFC.

The HE fees which are set by UHI are noted in appendix 2 of the report.

## DRAFT Tuition Fees &amp; Charges 2026/27

Further Education		Fees for 2026/27	Fees for 2025/26	Increase in Fees from 2025/26	Comments
<b>SVQ (Scottish Vocational Qualification) &amp; NQ's (National Qualifications NC)</b>					
Full-time per year - Scottish Students		£1,956	£1,899	£57	
Full-time per year RUK Students		£6,523	£6,333	£190	
Full-time per year International including EU Students		£6,523	£6,333	£190	
Part-time - per NC single credit unit - Scottish Students		£134	£130	£4	
Part-time - per NC single credit unit - RUK Students		£530	£515	£15	
Part-time - per NC single credit unit - International including EU Students		£530	£515	£15	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor)		£171	£166	£5	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor) RUK & International Students		£571	£554	£17	
Highers, National 4 & 5- Scottish Students		£393	£382	£11	
Highers - RUK & International		£1,590	£1,544	£46	
<b>Department Specific Courses</b>					
<b>Engineering Craft</b>					
NC Engineering & SVQ Level 2 Performance Engineering Operations		£3,409	£3,310	£99	
SVQ Level 2 Performance Engineering Operations only		£1,956	£1,899	£57	
<b>Care Sections - IC - Fees are with Fiona Skinner to consult with Academic Partners</b>					

	Fees for 2026/27	Fees for 2025/26	Increase in Fees from 2025/26	Comments
PDA Internal Verification of Workplace Assessment Level 8	£602	£584	£18	
PDA Mental Health Peer Support 2 Credits	£275	£267	£8	
PDA Workplace Assessment Using Direct & Indirect Methods	£602	£584	£18	
SVQ Level 2 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support	£229	£222	£7	
SVQ Level 2 (6 SVQ units) - All Care Courses - Course Fee - with Assessor	£1,023	£993	£30	
SVQ Level 3 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support	£229	£222	£7	
SVQ Level 3 (8 SVQ units) - All Care Courses - Course Fee - with Assessor	£1,364	£1,324	£40	
<b>Business - IC</b>				
PDA Book Keeping	£376	£365	£11	
PDA Medical Administration - 8 Credits, over 2 years	£376	£365	£11	
<b>Forestry - IC</b>				
PDA Forestry Operation - 7 Credits	£658	£639	£19	
<b>Construction and Built Environment</b>				
PDA Carpentry & Joinery - 8 Credits	£752	£730	£22	
<b>Other</b>				
CPD Counselling skills certificate (Cosca)	£470	£456	£14	

2026/27 Fees
Course fees to be confirmed
RUK bursaries – income threshold list

UNDERGRADUATE (full-time/per year) - course webpages identify the correct fee allocated depending on on-campus/online options.	Scotland domiciled		Scotland domiciled		EU/EEA/Swiss nationals with settled or pre-settled status in the UK		EU/EEA/Swiss nationals with settled or pre-settled status in the UK		Rest of UK domicile (For on-campus degree students, 4th year free for continuous study) <sup>3</sup>								EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or migrant workers with pre-settled status in the UK.								International (non-EU domicile)								RUK bursaries <sup>5</sup>	
	SC <sup>1,2</sup>		SC <sup>1,2</sup>		SCEU		SCEU		RUK		RUK		RUKO		RUKO		INTEU <sup>6</sup>		INTEU <sup>6</sup>		INTEUO		INTEUO		INT		INT		INTO		INTO			
	On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland). Includes EU nationals with settled or pre-settled status with term-time address in the rest of the UK		Off campus (with no term-time address in Scotland). Includes EU nationals with settled or pre-settled status with term-time address in the rest of the UK		On-campus (term-time address in Scotland)		On-campus (term-time address in Scotland)		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		On campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland) with		On campus (with term-time address in Scotland)			
2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		2025/26 Fees		2026/27 Fees in £		income	F/T	
FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit		FT Per unit				
HNC/D - (15 units)	1285	86	1285	86.00	1285	86	1285	86.00	7440	496.00	7886	526.00	n/a	n/a	n/a	n/a	8925	595	9460	630	n/a	n/a	n/a	n/a	8925	595.00	9460	630	n/a	n/a	<20.0k	1800.00		
BA, BLitt, BA(Hons), BLitt(Hons), MA(Hons) - (120 credits)	1820	15.25	1820	305.00	1820	15.25	1820	305.00	9250	77.08	9790	1632.00	6420	53.50	6805	1135.00	12,870	107.25	16,820	2805.00	7080	59.00	7505	1251.00	15,870	132.25	16,820	2805.00	7080	59.00	7505	1251.00	<25.0k	600.00
South Asia scholarship applicable to above:10% discount <sup>4</sup>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1587	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BSc, BEng, BSc(Hons), BEng(Hons) - (120 credits)	1820	15.25	1820	305.00	1820	15.25	1820	305.00	9250	77.08	9790	1632.00	6420	53.50	6805	1135.00	12,950	107.92	17,970	2995.00	7800	65.00	8265	1378.00	16,950	141.25	17,970	2995.00	7800	65.00	8265	1378.00		
South Asia scholarship applicable to above:10% discount <sup>4</sup>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1695	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
CerHE and DipHE (same fee as HN for fundable Scottish & SCEU) <sup>7</sup>	1285	10.75	1285	215.00	1285	10.75	1285	215.00	7440	62.00	7886	1315.00	6420	54	6805	1135.00	8,925	74.38	9460	1577.00	7080	59.00	7505	1251.00	8,925	74.38	9460	1577.00	7080	59.00	7505	1251.00		
Education PGDE (Primary or Secondary) (120 credits)	1820	15.25	1820	305.00	1820	15.25	1820	305.00	9250	77.08	9790	1632.00	n/a	n/a	n/a	n/a	12,870	107.25	16,820	2805.00	n/a	n/a	n/a	n/a	15,870	132.25	16,820	2805.00	n/a	n/a	n/a	n/a	n/a	n/a
Teaching qualification FE (SCQF 9) CPD Award (60 credits) (Part-time)	1500	n/a	1590	n/a	1500	n/a	1590	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3540	n/a	3753	n/a	n/a	n/a	n/a	n/a	n/a	3540	n/a	3753	n/a	n/a
Nursing BSc <sup>8</sup>	1820	n/a	1820	n/a	1820	n/a	1820	n/a	9250	n/a	9790	n/a	n/a	n/a	n/a	n/a	12,950	n/a	16,820	n/a	n/a	n/a	n/a	n/a	16,950	n/a	17,970	n/a	n/a	n/a	n/a	n/a	n/a	
Clinical Assessment for Advanced Practitioners (SCQF level 11) CPD Award	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	n/a	n/a	n/a	n/a	50.5	1071.00	n/a	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	n/a	n/a	n/a	
Prescribing for Healthcare Professionals (SCQF level 11) CPD Award	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	n/a	n/a	n/a	n/a	50.5	1071.00	n/a	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	n/a	n/a	n/a	
Minor Injuries Management CPD	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	n/a	n/a	n/a	n/a	50.5	1071.00	n/a	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	n/a	n/a	n/a	

1= Scottish government set undergraduate fees. This fee status and fee level also applies to Republic of Ireland students meeting the residency conditions of 3 years in the UK, EEA, EU or Switzerland (check fee status codes and evidence spreadsheet for more detail).  
 2=Note that EU nationals starting pre-2021-22 who were eligible for Scottish Government funding support (EU fee status) will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study) including where they are progressing through a 'top-up' degree structure.  
 3=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.

5=See fee policy for application and eligibility for RUK bursary  
 6= Applied as a discount by HAP for applicants whose INT fee domicile is Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka (see fees policy for more detail)  
 7= See course webpage for the fees for the Professional Golf PGA DipHE  
 8= SC students eligible for NHS bursary.  
 Not all programmes are validated for delivery in all territories and for all modes of delivery

POSTGRADUATE (Masters = 180 credits)	Scotland domiciled		Scotland domiciled		EU/EEA/Swiss nationals with settled or pre-settled status in the UK		EU/EEA/Swiss nationals with settled or pre-settled status in the UK		Rest of UK domicile (For on-campus degree students, 4th year free for continuous study) <sup>3</sup>								EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or migrant workers with pre-settled status in the UK.								International (non-EU domicile)										
	SC <sup>9</sup>		SC <sup>10</sup>		SCEU		SCEU		RUK		RUK		RUKO <sup>10</sup>		RUKO <sup>10</sup>		INTEU <sup>11</sup>		INTEU <sup>11</sup>		INTEUO <sup>12</sup>		INTEUO <sup>12</sup>		INT		INT		INTO		INTO				
	On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland)		Off campus (with no term-time address in Scotland)		On-campus (with term-time address in Scotland)		On-campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		On campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland)		On campus (with term-time address in Scotland)				
2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees		2025/26 Fees		2026/27 Fees	
FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit		FT/FTE Per credit			
Advanced Nurse Practitioner/Professional Practice MSc	6750	37.50	7155.00	795.00	6750	37.50	7155.00	795.00	n/a	n/a	n/a	n/a	6750	37.50	7155.00	795.00	n/a	n/a	n/a	n/a	9090	50.5	9635	1071	n/a	n/a	n/a	n/a	9090	50.5	9635	1071			
Applied Data Analytics MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11,450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00			
Applied Social Sciences: Globalisation and Crime MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00			
Aquaculture, Environment and Society MSc (2 years)	€ 5,000	n/a	€ 5,300	n/a	€ 5,000	n/a	€ 5,300	n/a	€ 5,000	n/a	€ 5,300	n/a	n/a	n/a	n/a	n/a	€ 5,000	n/a	€ 10,600	n/a	n/a	n/a	n/a	n/a	€ 10,000	n/a	€ 10,600	n/a	n/a	n/a	n/a	n/a			
Archaeological Practice MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a			
Archaeological Studies MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11,450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00			
Art and Social Practice MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00			
Business Administration MBA (Aviation) On-campus	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a			
Business Administration MBA (Aviation) online	7,488	41.60	7,937	882.00	7,488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00			
Business Administration MBA (Executive) on-campus	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a			
Business Administration MBA (Executive) online	7,488	41.60	7,937	882.00	7,488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00			
Business Administration MBA (Environment) online only	n/a	38.50	n/a	816.00	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Business Administration MBA (Resilience) online only	n/a	38.50	n/a	816.00	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Business Administration MBA (Renewable Energy) online only	7,488	41.60	7,937	882.00	7,488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00			
Children and Young People's Participation and Leadership MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00			
Coastal and Maritime Societies and Cultures MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a								



Subject/Title:	KPI Matrix and Report YTD – Period 7 February 2026
Meeting and date:	Board of Management 31 <sup>st</sup> March 2026
Author:	Martin Whyte
Decision, Discussion or Noting:	Noting / Discussion
Link to Strategic Plan:	<b>Links to all strategic objectives</b>
Cost implications:	<del>Yes</del> / No ( <i>delete as applicable</i> ) <b>If yes, please specify:</b>
Risk assessment:	<del>Yes</del> / No ( <i>delete as applicable</i> ) <b>If yes, please specify:</b> Financial: Operational: Organisational:

### Recommendation(s)

Note 2025-26 year-to-date KPI performance as at period 7, February 2026.

### Main body of information

The KPI Matrix for 2025-26 accompanies the paper detailing the annual target, YTD target and actual performance along with a comparison against the same period last year. Narrative for in-scope measures is provided below.

### YTD Summary

Thirty-three measures were in scope as at period 7, February 2026. Three additional measures that do not have an annual target are also reported; these are shaded blue.

Of the thirty-three measures:

Twenty are satisfactory / met (Green).

Eleven are unsatisfactory / not yet met (Red),

Two are marginal / not yet met (Amber).

### Comment on In-Scope Measures – YTD Period 7, February 2026.

**HE Active Applications.** Serial 1. 87.3% RED.

HE active applications at 1,135 are below the plan of 1,300 for this point in the year and are 96 fewer than the previous year. Curriculum, Marketing and Business Solutions colleagues are aware and have been undertaking focussed activities to attract more

applicants. It is noted that as of 23 March 2026 a higher proportion of HE offers have been accepted at this stage (55%) compared to the previous year (52%).

**FE Active Applications.** Serial 2. 140.5%. GREEN.

FE active applications at 1,405 are well ahead of the planned 1,000 applications for this point in the year. As of 23 March 2026, FE active applications have increased to 2,086 which is more closely aligned with the profiled target of 2,000 as at the end of March. At the point of writing 81% of FE course offers have been accepted.

**FE Credits.** Serial 3. 105.6%. GREEN.

FE Credits to the end of period 7 stood at 26,388 against 25,000 planned. More recent data as of 23 March 2026 shows that we have met our annual FE Credit threshold with a couple of months of final course loading and adjustment to take place.

**Apprenticeship Starts.** Serial 4. 128.8%. GREEN.

The college has achieved 304 new apprenticeship starts in the contract year to date with March being the final month. Data for March will be reported in April. YTD performance is 39 greater than the same point last year. Modern apprenticeship recruitment from April – end of July 2026 relates to the new SDS contract year, but the figures are reported in the current academic year KPI.

**Apprentices in Learning.** Serial 5. 110.0%. GREEN.

The average number of apprentices in learning is 742 against plan 675. The figure reflects increased recruitment over the past couple of years with many programmes being 4-year apprenticeships.

Note, the figure does not include apprentices studying at UHI Inverness through managing agents such as SNIPEF and SECTT which raises the average in learning to circa 1,000.

**Apprenticeship Income.** Serial 6. 124.9%. GREEN.

Apprenticeship Income YTD is £987,717 against plan of £791,000 and is £141,000 greater than the same point last year. This reflects the work undertaken by assessors and Business Solutions throughout the year to ensure that review claims are completed and claimed in a timely manner and the increased percentage of successful completions YTD (see serial 32).

**Commercial Short Course Income.** Serial 8. 195.5%. GREEN.

Short course income YTD is £85,545 against planned £43,750. YTD short course income has exceeded the department target of £75,000. Green Skills Training funding is additional to the income reported in this measure. £65,000 Green Skills Training funding will be claimed by the end of the academic year and will appear under 'Other Grant' funding rather than as Commercial Short Course Income.

**HE Enrolments (head count).** Serial 9. 102.0%. GREEN.

HE Enrolment head count was 2,143 against the annual target of 2,100 as at the end of period 7. Head count greater than target indicates that a larger proportion of HE students are undertaking part-time study than anticipated.

**HE Enrolments (year one starts).** Serial 10. 115.6%. GREEN.

Year one starts are 867 against planned 750. This is positive and reflects the increased recruitment. Increased year one starts provides an opportunity to retain students for two-three more years on undergraduate study and curriculum teams have been gathering 'intention to progress' information to inform expected retention data.

**HE FTE (APC figures).** Serial 11. 91.5%. RED.

HE FTE (APC figures) stand at 1,447 FTE against plan 1,581 FTE. Unfortunately, 134 FTE below APC target and 219 below budgeted target. Additional information concerning the impacts of the recruitment shortfall are included in other Board papers.

HE Recruitment is 135.8 FTE greater than the same point last year.

**GA Programmes – New Enrolments.** Serial 13. 88.5%. RED.

There were 115 new enrolments to the GA programmes against plan 130. Last year saw 200 new GA enrolments. Overall, GA enrolments were 42 fewer than planned across all years with advanced entry to year 2 of some GAs below expectation.

**Senior Phase Enrolments.** Serial 14. 96.1%. AMBER

We delivered 542 senior phase enrolments against planned 564. Last year we enrolled 574 on senior phase programmes. While below plan and last year's recruitment, the number is not a concern as FE delivery is on track and some senior phase options were curtailed. Senior phase applications received for 2026/27 study are greater than received for this year.

**Early Satisfaction and Engagement Survey (ESES).** Serial 18. 100.0%. GREEN.

First survey of the year conducted in October returned 96% student satisfaction, 0.3% greater than last year.

**ESES% Response Rate.** Serial 23. 105.0%. GREEN.

ESES response rate was 63% against 60% objective and 2% increase on the previous year.

**MA Successful Outcomes (contract year).** Serial 32. 90.1%. RED.

Successful outcomes stand at 67.6% contract year to date against SDS objective 75%. This is an improvement of 2.3% on the same point last year. As mentioned previously, the timing of this objective does not coincide with the academic year and cycle of apprenticeship blocks. Business Solutions and curriculum monitor unit and qualification completions on an ongoing basis to maintain student progress.

**FE Progression to Further FE Study.** Serial 33. 103.8%. GREEN.

41.5% of FE students continued to further FE study in 2025-26. This exceeded the objective of 40% and was 1.9% greater than the previous year.

**FE Progression to HE Study.** Serial 34. 105.1%. GREEN.

36.8% of our HE students progressed from FE study. This exceeded our target of 35% and was 7.1% greater than the previous year. FE to HE progression is a key element of our student retention and HE growth plans.

**Mental Health Support Appt.** Serial 35. 102.9%. GREEN.

100% of requests received an appointment within 3-10 working days during the period. The counselling team continue to deliver a tremendous service to our students. Note, UHI have notified us that from 2026/27 they will undertake student support activities for EO

enrolled students (e.g. Nursing, Ophthalmology, Centre for History). This includes the provision of counselling services.

**Learning Support Appt.** Serial 36. 90.9%. RED.

The team has delivered 90.9% of appointments within the timeframe against plan 97%. It is noted that in January and February they have achieved 100%.

Note, UHI have notified us that from 2026/27 they will undertake student support activities for EO enrolled students (e.g. Nursing, Ophthalmology, Centre for History). This includes the provision of ASN and learning support services.

**Sickness Levels.** Serial 40. 123.4%. RED.

Sickness levels as an average YTD are 3.75% against plan 3.04% YTD and is 0.35% greater than the same period last year. Absence rates for Q2 were 4.9% against 3.4% expectation. Both short- and long-term absences were more than expected and greater than the same point last year. Head of HR and team have additional analysis.

**PRD Completion – full or review.** Serial 44. 6.0%. RED.

Note, data for this measure is to be updated for Q2. HR will provide an update once compiled.

**Student FTE: Academic Staff Ratio.** Serial 45. 111.5%. GREEN.

SSR is 22.3 as at the end of semester 1. This is better than the target however the ratio must increase to compensate for cost increases outstripping funding increases.

**Number of Workplace Injuries.** Serial 47. 109.2%. RED.

95 injuries YTD against planned 87. February saw the first full month of the new health & safety platform being in place and the HS&S Manager has seen an increase in reporting across all H&S matters with the more user-friendly platform. Of incidents in the latest period, the vast majority continue to be minor injuries such as cut fingers from hairdressing and carpentry. There were two winter related injuries, one being a slip in the carpark, the second being a student hit by a snowball thrown by another student. HS&S Manager monitors this closely.

**Number of RIDDOR Reportable Accidents & Illness.** Serial 48. 200%. RED.

Four reportable incidents YTD. None in February. Half of reportable incidents would not have met the criteria out with an education setting. HS&S Manager deals with all RIDDOR cases.

**% of Staff completed mandatory IHASCO Trg.** Serial 49. 99.9%. GREEN.

80% of staff have completed their allocated training within the period. This is a 2% improvement on the previous year.

**Forecast Outturn Operational Surplus / (Deficit).** Serial 53. 244.2%. RED.

Forecast outturn is (£1.934M) against budget of (£792,000). Papers from the Director of Finance and Estates and other supporting papers have been provided to the Board.

**Room Occupancy – Frequency.** Serial 59. 86.4%. RED.

Frequency of room usage is 34.2% YTD against planned 39.6%. Further analysis has been requested to identify if there are patterns emerging in certain rooms / timetable groups.

**CO2 Emissions on Utilities (gross Tonnes).** Serial 60. 98.1%. GREEN.

341 tonnes YTD against plan 347 tonnes, a reduction of 6 tonnes and 25 tonnes lower than same period last year.

Public body conversion factors have improved slightly which helps as does the replacement of lighting for LED bulbs.

**CO2 Emissions on Waste – Tonnes.** Serial 61. 68.8%. GREEN.

0.262 tonnes YTD against 0.380 tonnes planned. Emissions are 0.138 tonnes lower than the same point last year.

**Estates Reactive Task Completion Rate %.** Serial 62. 100.1%. GREEN

The team achieved 96.1% completion in the period against 96% expectation. Estates Supervisor monitors estates requests and completion rates.

**GTFM % Reactive Task Completion Rate.** Serial 63. 100.1% GREEN.

GTFM met their objective delivering 96.1% against target 96%. Completion rates are a key part of the contract management discussions that take place each month.

**Total % of Capital Expenditure Budget Committed.** Serial 64. 100%. GREEN.

The full capital budget has been committed by 31 March.

The information is accessible to all department managers and board members via SharePoint at: IN Management Information > Documents > KPI Matrix

## Performance Measures

AY: 2025-2026

Performance Measures- EMT &amp; Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2025
Today	24 Mar 2026
Period Month	February
No.Periods YTD	7

Key:	B = Not yet in scope
	R = Not Achieved
	A = Partially Achieved
	G = Achieved

Measure	Measurement Frequency	Prior Year Actual	Current Year Target	YTD TARGET	YTD ACTUAL	YTD ACTUAL v TARGET RAG	Prior YTD ACTUAL	Variance - YTD vs Prior YTD	
<b>Measure 1: CORE FE/HE OUTPUTS</b>									
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1,418	1,400.0	1,300	1,135	87.3%	1,231	-96
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2194	2,300.0	1000	1,405	140.5%	1,037	368
3	FE Credits	Monthly	27085	26,442	25,000	26,388	105.6%	26,807	-419
4	Apprenticeship starts	Monthly	409	382	236	304	128.8%	265	39
5	Apprentices in Learning (average in year)	Monthly	705	675	675	742	110.0%	693	49
6	Apprenticeship Income (excluding T&A)	Monthly	£1,398,960	£1,300,000	£791,000	£987,717	124.9%	£846,502	£141,215
8	Commercial Short Course Income	Monthly	£72,508	£75,000	£43,750	£85,545	195.5%	£30,406	£55,139
9	HE enrolments (head count)	Monthly	2,074	2,100	2,100	2,143	102.0%	2,093	50
10	HE enrolments (year one starts)	Annual	637	750	750	867	115.6%	637	230
11	HE FTE (APC figures) (from Oct)	Monthly	1,313.0	1,581.0	1,581.0	1,447.0	91.5%	1,311.2	136
13	GA Programmes - New Enrolments	Monthly	191	130	130	115.0	88.5%	200	-85
14	Senior Phase Enrolments	Annual	574	564	564	542.0	96.1%	574	-32
<b>MEASURE 2: SATISFACTION MEASURES</b>									
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.7%	96%	96.0%	96.0%	100.0%	95.70%	0.30%
23	ESES % Response Rate	Annual	61.0%	60%	60.0%	63.0%	105.0%	61.0%	2.00%
<b>Measure 3: RETENTION, SUCCESS &amp; PROGRESSION</b>									
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	63.2%	75%	75.0%	67.6%	90.1%	65.30%	2.30%
33	FE progression to further FE study	Annual	39.6%	40%	40.0%	41.5%	103.8%	39.60%	1.90%
34	FE progression to HE - actual	Annual	29.7%	35%	35.0%	36.8%	105.1%	29.70%	7.10%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	98.0%	97.0%	97.0%	100%	102.9%	98%	1.86%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	100.0%	97.0%	97.0%	88%	90.9%	100%	-11.86%
37	PLSP - completed and accepted by student (within 10 days of meeting)	Monthly	-	85.0%	85.0%	84.1%	99.0%		
<b>Measure 4: HR</b>									
40	Sickness levels	Quarterly	3.63%	2.98%	3.04%	3.75%	123.4%	3.40%	0.35%
41	- Short Term	Quarterly	1.53%			1.51%		1.50%	0.01%
42	- Long Term	Quarterly	2.10%			2.25%		1.90%	0.35%
43	% Staff turnover	Quarterly	2.35%	2.45%	2.64%	2.76%	104.5%	2.30%	0.46%
44	PRD completion - full or review	Quarterly	44%	75%	150.0%	9%	6.0%	68%	-59.00%
45	Student FTE:Academic Staff Ratio	Biannual	20.2	21	20.0	22.3	111.5%	21.7	0.6
47	Number of workplace injuries	Monthly	115	115	87	95	109.2%	87	8
48	Number of RIDDOR reportable accidents and illness	Monthly	5		2	4	200.0%	4	
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	84%	80%	80.0%	80.0%	99.9%	78%	1.95%
<b>Measure 5: FINANCE</b>									
53	Forecast Outturn Operational Surplus/(Deficit)	Quarterly	-£842,992	-£792,000	-£792,000	-£1,934,000	244.2%	-£967,000	-£967,000
<b>Measure 6: ESTATES &amp; CAMPUS</b>									
59	Room Occupancy - Frequency %	Monthly	40.2%	38.0%	39.6%	34.2%	86.4%	42%	-7.83%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	561	532	347	341	98.1%	366	-25
61	CO2 Emissions on Waste - Tonnes	Quarterly	0.821	0.780	0.380	0.262	68.8%	0.4	-0.14
62	Estates reactive task completion rate %	Monthly	95%	96%	96%	96.1%	100.1%	95%	1.1%
63	GTFM % reactive task completion rate	Monthly	95%	96%	96%	96.1%	100.1%	94%	2.1%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	87.5%	100.0%	114.3%	100%	

# UHI | INVERNESS

<b>Subject/Title:</b>	Governance Update
<b>Author:</b> [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	31 March 2026
<b>Date Paper prepared:</b>	23 March 2026
<b>Brief Summary of the paper:</b>	This paper provides the Board of Management with an update on all governance matters.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion and Noting.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance
<b>Resource implications:</b>	Yes / <b>No</b> <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / <b>No</b> <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/ <b>No</b> <b>If yes, please specify:</b>
<b>Student Experience Impact:</b>	Yes/ <b>No</b> If yes, please specify:
<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 confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

**Nomination for Vice Chair Position**

Sole nomination from Janette Campbell, Chair of Audit, was received and got seconded for the position of the Vice Chair. To date, 10 votes of support were received from the Board Members, with 9 responses being quorate. Janette Campbell has been formally elected as the new Vice Chair of the Board of Management for as long as she remains a Board Member.

**OSCR – changes to trustee' details**

The Office of the Scottish Charity Regulator (OSCR) has updated their requirements in regard to data held about all charity trustees in 2026. All Board Members were asked to provide their details by the 31<sup>st</sup> March 2026.

**Governance Documents – changes**

As requested, and discussed at the Board Day Away in February 2026 all Committees were asked to review their governance documents and send comments and amendments to the Governance Office by the 31<sup>st</sup> March 2026. All feedback gathered will be shared with the Committee Chairs in April 2026 and then will be presented at the Strategic Day in May 2026. All updated documents in their draft formats will be presented to the Committees in June 2026. Once approved by the Committees the amended documents will be presented to the Board of Management for further comments and/or approval.

**Skills, Knowledge & Experience Self-Assessment – template**

The Chairs Committee agreed on 17<sup>th</sup> March 2026 the new format and template of the Draft Skills, Knowledge & Experience Self-Assessment document, previously known as the Skills Matrix. The template and the guidance document was circulated for comments and feedback to the whole Board on 19<sup>th</sup> March 2026. Deadline of Thursday 30<sup>th</sup> April has been agreed.

**Meeting Schedule Calendar 2026/27**

Committees are asked to confirm which meeting in the academic year 2026/27 should be scheduled as in person meeting as requested by the Members at Board Day Away Day in February 2026.

**Board Training**

Unexpected technical issues have delayed the roll out of the new training platform for Board Members. User accounts have been created already, and the supplier is working on resolving the issues and providing access to Members asap.

**ICT Update**

Due to ongoing security updates some Members have reported issues with college laptops. The ICT would advise all to turn your devices on a few hours before the meetings to allow all security updates to be downloaded in time for the meeting. In some instances the laptop will need to be restarted after the updates as well which may affect Members joining meetings on time and having access to paperwork.

**Upcoming meetings and events:**

- Tuesday 21<sup>st</sup> April 9-10am hybrid meeting - Board Creative Space – Students
- Thursday 14<sup>th</sup> May 2026 5-7pm – Board Strategic Session – online
- Wednesday 27<sup>th</sup> May 4-6.30pm – Deaf Awareness Training & Board Creative Session part 3 – face to face for the training part & hybrid for rest

UHI INVERNESS - BOARD OF MANAGEMENT MEETINGS - 2026/2027 SCHEDULE

	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27				
Sat	1									1						
Sun	2									2						
Mon	3									3						
Tue	4	1	Audit							4	1	Audit				
Wed	5	2								5	2					
Thu	6	3	HR	1						6	3	HR				
Fri	7	4		2						7	4					
Sat	8	5		3						8	5					
Sun	9	6		4						9	6					
Mon	10	7		5						10	7					
Tue	11	8	LT&R	6	Board					11	8	LT&R				
Wed	12	9		7						12	9					
Thu	13	10	Chairs & PR&R	8						13	10	F&GP				
Fri	14	11		9						14	11					
Sat	15	12		10						15	12					
Sun	16	13		11						16	13					
Mon	17	14		12						17	14					
Tue	18	15		13			Board			18	15	Chairs, S&N & PR&R				
Wed	19	16		14						19	16					
Thu	20	17		15			HR			20	17					
Fri	21	18		16						21	18					
Sat	22	19		17						22	19					
Sun	23	20		18						23	20					
Mon	24	21		19						24	21					
Tue	25	22		20						25	22	Board				
Wed	26	23		21						26	23					
Thu	27	24		22						27	24					
Fri	28	25		23						28	25					
Sat	29	26		24						29	26					
Sun	30	27		25						30	27					
Mon	31	28		26						31	28					
Tue		29		27							29					
Wed		30		28							30					
Thu				29												
Fri				30												
Sat				31												
Sun																
College Closed/Academic Holidays	Additional School Holidays for the Highlands			Audit Committee		Tuesday 4.30 p.m.		F&GP Committee		Thursday 9.00 a.m.		LT&R Committee		Tuesday, 4.30 p.m.		Board Away Day - 03 February 2027
Chairs, S&N & PR&R	Thursday/Tuesday 8.30 a.m.			Joint Audit & F&GP Committee				HR Committee		Thursday 8.30 a.m.		Board of Management		Tuesday, 4.30 p.m.		

<b>Subject/Title:</b>	Board Development Plan
<b>Author:</b> [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	31 March 2026
<b>Date Paper prepared:</b>	23 March 2026
<b>Brief Summary of the paper:</b>	<p>This paper presents the draft Board Development Cycle of interconnected activities which will maintain and ensure the effectiveness of the Board.</p> <p>This cycle includes:</p> <ul style="list-style-type: none"> <li>• Recruitment and Cultivation of Board Members</li> <li>• Engagement with Stakeholders</li> <li>• Training and Development of Board Members</li> <li>• Board Effectiveness Reviews</li> </ul> <p>From this cycle an Annual Programme for Stakeholder Engagement and an Annual Training Plan will be developed for the upcoming Academic Year.</p>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Ensuring Board Compliance with Code of Good Governance and Code of Conduct.
<b>Resource implications:</b>	<b>Yes</b> / No <b>If yes, please specify:</b> Training costs.
<b>Risk implications:</b>	<b>Yes</b> / No <b>If yes, please specify:</b> Operational: Organisational: Risk if Board is not compliant with relevant legislation and governance.
<b>Equality and Diversity implications:</b>	Yes/ <b>No</b> <b>If yes, please specify:</b>

<b>Student Experience Impact:</b>	<b>Yes/No</b> If yes, please specify: Board Members to engage with students as part of the Annual Programme of Stakeholder Engagement		
<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 confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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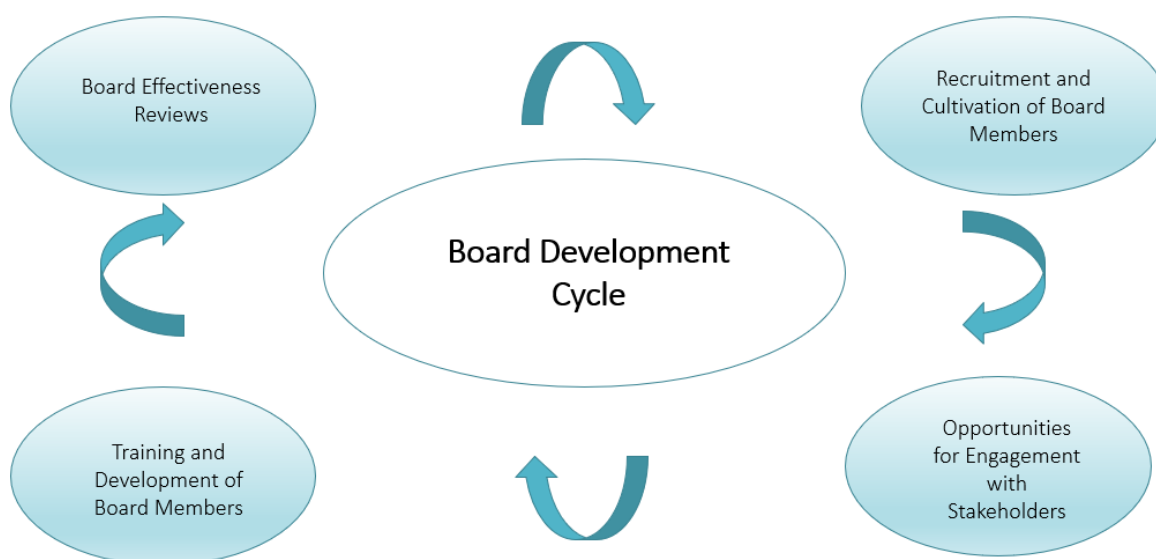
[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## **Background**

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

## **Board Development Cycle**

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



## **Recruitment and Cultivation of Board Members**

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

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

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

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

### **Opportunities for Engagement with Stakeholders**

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

In academic year 2025/26 three Board Creative Sessions have been planned with Board Members having the opportunity to meet with staff and students on campus.

### **Training and Development of Board Members**

Board Members should attend regular training, both internal and external. As of March 2026, technical issues have been reported with the new training hub and access for Members. The Health, Safety and Sustainability Manager is monitoring the issue and stays in contact with the supplier.

### **Actions Required:**

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

- Corporate Parenting Training – The Governance Officer will liaise with the Highland Council, and all members will undertake this training – session to take place in 2025, date tbc.  
Update at 23/03/2026: Training superseded – local supplier being sought.
- Governance and Transparency Training – session will be offered by CDN in September 2026, date tbc.
- Finance refresher will be offered in September 2026

- FOI training will be offered in sem 1 2026/27
- Board Members will be advised of upcoming OSCR, CDN and any other relevant training. The training plan will be updated as new training sessions are identified.

### **Board Effectiveness Reviews**

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

- Annual Chair Evaluations are carried out by Committee Members. All feedback is passed to the Chair for discussion during the Board Member Evaluation Process.
- Annual Committee Evaluations are carried out by Committee Members. All items identified as part of this process are highlighted to the Board and actioned as required.
- All Board Members are invited to take part in an annual Evaluation and Development Process. This process allows members to evaluate their own contribution to the Board and its committees over the past year and consider how they can support the effectiveness of the Board. This is a confidential one to one meeting with an appropriate Chair with the discussion focussing on the Core Skills Matrix and the four pillars of Board Development. A development plan is agreed for each member.
- All members are invited to review our adherence to the Code of Good Governance annually.
- The Board undertakes an External Effectiveness Review every 3-5 years with the last one in November 2025.

### **Next Steps:**

The Governance Officer will carry out all highlighted actions and will bring to the Board for approval in June 2026, the Annual Programme for Stakeholder Engagement and the Annual Training Plan for the upcoming Academic Year.

### **List of sessions offered in 2025/26:**

- 24/09/2026 – Board Governance Training, CDN
- 25/11/2026 – Board Creative Session Part 1 - Staff, UHI Inverness:
  - Dochas Hub & Wellbeing Support
  - Emily Test Work

- Student Work Experience Programme
- Enquiring Minds Scheme and Research Connect
- HNC for Senior Phase Pupils
- 20/01/2026 – Board Self-Evaluation Session, UHI Inverness
  - EER 2025 Report
  - RSB's Survey Report
  - KPI Matrix Review
- 04/02/2026 – Board Away Day, UHI Inverness
- 03/03/2026 – Audit Committee – Governance Responsibility Presentation, UHI
- 21/04/2026 – Board Creative Session Part 2 - Students, UHI Inverness
- 27/05/2026 – Board Deaf Awareness Training, NHS
- 27/05/2026 – Board Creative Session Part 3, UHI Inverness:
  - Collaborative Leadership

**University of the Highlands and Islands**

**UHI Court Meeting [Hybrid]**

Wed 17 December 2025, 13:00-17:00

Online via MS Teams and LSIC, Inverness

Quorum: 7 members (4 independent)

**Members Present:**

Alastair MacColl – Chair of Court (Chair)

Andrea Robertson - Vice-Chair of Court and senior independent member

Alex Paterson – Independent

Allan Clow – Independent

Angus Campbell - Further Education Regional Lead

Dr Audrey Decou - Staff Governor

Calum Ross – Independent

Derek Lewis - Chair of UHI North, West, and Hebrides

Dr Fiona McLean – Rector

Holly Pearce - Student Governor

Jem Taylor – Trade Union Representative (UCU)

Liz Stewart – Independent

Paul Travill – Independent

Rosemary McCormack - Staff Governor

Scott Innes - Trade Union Representative (EIS-FELA)

Vicki Nairn - Principal & Vice Chancellor, UHI

Xander McDade - Student Governor

**Apologies:**

Heather Offord, Helen MacInnes, Malcolm Burr

**Attendees:**

Prof Brian Williams - Deputy Principal, UHI

Lorna Walker – Chief Operating Officer and University Secretary, UHI

Max Brown – Director of Transformation, UHI

Mike Baxter – Chief Financial Officer, UHI

Nicholas Oakley – Governance Manager, UHI (Clerk)

Richard Emborg – Vice Principal Student Recruitment and Growth, UHI

Roger Sendall – Deputy University Secretary, UHI

Scott Rhynas – Director of Finance, UHI

Minute Key: **DECISION**, Action

1. Preliminary Items

1.1. Welcome and apologies

The Chair, Alastair MacColl, opened the meeting. He advised that the running order of the agenda would be amended, with discussion on some items to be deferred until the February meeting, to allow adequate focus on the accounts and the full business case.

The Chair apologised for the length of the papers arising from the full business case as well as annual accounts; and confirmed that efforts would continue to ensure meeting papers were as concise as possible in future.

An additional meeting in February 2026 was also planned.

Apologies were received from Heather Offord, Helen MacInnes, and Malcolm Burr.

## 1.2. Declarations of Interest

Jem Taylor and Scott Innes declared an interest in one reserved item on industrial relations and agreed to leave the meeting for this item.

## 1.3. Notification of other business

No other business notified.

## 2. Minutes of Meetings

### 2.1. Approval of the minutes

#### 2.1.1. Minutes of 12 November 2025 meeting

**APPROVED** as an accurate record.

### 2.2. Matters arising

The Chair noted that the matters arising were dealt with on the agenda. He reported that the economic development items would be considered in full at the next meeting.

#### 2.2.1. Further Education Regional Lead

Andrea Robertson, Vice-Chair and Nominations Committee Chair, reported that Paul Travill had been considered by the Nominations Committee for the FE Regional Lead role, recognising his expertise and experience in education. The Committee recommended that he be appointed to the role, initially for one year, in light of the ongoing transformation, with the possibility of further refinement of the role. The recommendation was **APPROVED** and Paul Travil was duly appointed as the FE Regional Lead for an initial period of one year.

### 2.3. Delegated decisions

None.

## 3. Principal and Vice Chancellor Update

Vicki Nairn, Principal and Vice Chancellor, highlighted key points from the PVC update paper. Student recruitment exceeded the budget target, and a fuller update would be provided later in the agenda. A new strategy for recruitment, as well as infrastructure development, was also in development and Court would be advised in due course.

UHI EO's budget position was noted: the financial recovery plan remained on track, with significant work undertaken to achieve a stronger cash position. The Chief Financial Officer would provide a detailed update later in the meeting. The PVC reported that EO had successfully secured the SFC loan discussed at previous meetings, placing EO in a stronger and more sustainable position ahead of transformation.

Most senior activity continued to focus on the operating model and the full business case, which were being delivered on time and to budget as agreed. Thanks to the Transformation team for their hard work was recorded.

All AP Boards of Management had met to discuss the transformation project, and all AP staff briefings had been delivered. The UHI Inverness staff meeting was noted as challenging, and the senior team would continue to reflect upon feedback garnered throughout the process to inform and shape both the content and key messages of the briefings in anticipation of public consultations. Scheduled meetings with AP Boards of Management in January 2026 would also include presentation of the full business case (in draft form) for discussion.

In relation to research, no appointment had been made for the Dean of Research and Innovation, and the position and vacancy was being reconsidered.

Regarding UHI Perth and the Section 22 audit, the Scottish Parliament Public Audit Committee (PAC) had met twice on this matter, including on 03 December, with the former UHI Perth Chair, Principal, and Finance Director in attendance to give evidence to the committee. Preparations were underway for a third meeting on 07 January 2026 involving UHI and SFC as well as the current leadership team of UHI Perth. The importance of good governance and financial management was reinforced and UHI representatives would make submissions to PAC to amend, correct, and update the evidence previously supplied to that committee.

Thanks were extended to all senior team members and colleagues for their achievements throughout the year.

Court **NOTED** the PVC update.

#### 4. HISA Report

Xander McDade, HISA President, provided an update on HISA activities. He noted that sensitive information was included in his update and requested that members respect the confidentiality of these discussions.

The CEO appointment process was in its final stages, with a preferred candidate identified. A higher-than-anticipated number of high-quality applicants had been received, and recruitment had involved both AP and EO stakeholders. The appointment was expected to be announced in the New Year.

The Trustee Board had approved an officer restructure, arising as a result of the three-year freeze of the block grant. HISA had taken difficult decisions to ensure sustainability within budget, including a 25% reduction in officer headcount. Most APs would have only one or two officers. The local officer role at HTC would be removed; HTC would remain part of HISA but without an elected officer, with student representatives taking on responsibilities.

**[Redacted]**

HISA was also moving to SCIO status to simplify regulatory burdens and further reduce costs.

A referendum on NUS membership was also planned; leaving NUS would reduce costs by approximately £20,000. The HISA president reported this as an example of the measures taken to reduce expenditure and return HISA to fiscal sustainability.

Significant changes in HISA's capacity to deliver services were anticipated as a result of these measures, which were required to ensure financial sustainability. In response to questions on impact, it was noted that HISA would not be able to attend as many committee meetings and might struggle to fill the second student board member position on AP Boards of Management. A likely reduction in on-campus activities, such as events, was expected, with greater focus on high-value and high-impact items. Prioritisation would be on representation and advocacy, with possible removal or reduction of support for events and societies. **[Redacted]**

One member raised the issue of communications around these changes, asking how expectations would be managed with AP staff and current students. **[Redacted]** A localised communications plan would be developed, however HISA was not yet in a position to communicate details.

Court **NOTED** the HISA update.

#### 5a. UHI EO 2025-26 Budget Update and Student Recruitment Update

[Moved from item 8.1 and 8.2]

Mike Baxter, Chief Financial Officer, presented the 2025/26 EO Budget and financial recovery plan update. It was noted that SFC had agreed funding of £3 million, with a further £1 million subject to approval by the Scottish Government and ongoing discussions, which was warmly welcomed by all members. A meeting with SFC was scheduled for early in the New Year to confirm drawdown arrangements and associated conditions.

The report demonstrated achievement of recovery targets. The fall-through of the Elgin student residences sale, whilst disappointing, would not affect the current year's cash position. The planned deficit was £0.5 million better than forecast at the start of the year. The overall cash position was now strong, given SFC loan approval, with liquidity exceeding the 60-day target.

Student recruitment numbers were exceeding the 2.4% growth assumption, which would support delivery of the unallocated savings target for 2025/26. It was confirmed that UHI would likely remain within the 2% tolerance for SFC-funded places, avoiding clawback, and was close to achieving this either this year or next. Projections were being updated and the Financial Recovery Plan refreshed accordingly.

The 2025/26 Business Plan had been reviewed and would roll forward from the 2024/25 plan, with work commencing in January on the 2026/27 plan aligned to the budget and harmonised across the partnership. Court **APPROVED** the rolling forward of the 2024/25 business plan and **NOTED** the plan to align the 2026/27 plan with the budget.

Xander McDade, HISA President, welcomed the positive direction and noted that this reflected EO actions taken to address financial sustainability. He emphasised that some APs now also required attention, urging APs running deficits to take further action before the end of the three-year period, citing UHI Perth and EO as examples of the need for timely intervention. The Chair noted these points and advised that this would be discussed under transformation. The CFO reported that review meetings with all AP finance teams were planned for early 2026 to scrutinise and test budget plans for the next year. It was also noted that the SG budget would be later than usual, but would allow conversations on 2026/27 funding scenarios to begin.

On a query on the SFC loan conditions, the CFO advised that details were to be negotiated but that repayment of the £4 million was over ten years, with an interest rate to be confirmed, but likely below commercial rates. The ten-year repayment had also been factored into the recovery plan.

Richard Emborg, Vice Principal for Student Recruitment and Growth, reported that student numbers were contributing positively to reducing the unallocated savings target, reflecting significant effort across the partnership.

In Further Education (FE), growth was constrained by credit allocation, but work was underway to manage costs. Updates to the FE demand database were in progress, and Court would receive a report in February 2026 on unmet demand.

For Higher Education (HE), overall enrolments were positive year-on-year. Retention remained a priority, with work underway to ensure consistency across the partnership. UHI visibility in the market had strengthened; as an example, SAMS had reported its highest-ever attendance at a recent open day. For 2026 entry, early UCAS figures were significantly outpacing growth across competitors and the sector, albeit from a smaller baseline. January 2026 uptake was up by 26% compared to last year, with work ongoing to convert applications into enrolments. The overall HE trajectory was positive and Richard Emborg commended the work across the partnership in achieving these results.

Court **NOTED** the UHI EO budget and FRP, as well as student recruitment, update.

## 5. Annual Report and Accounts

[Moved from item 6]

Allan Clow, Chair of Audit Committee, reported that the Audit Committee had reviewed all accounts-related papers and was in agreement with the going concern and consolidation assumptions. The Audit Committee was pleased to note a clean audit opinion and the cleansing of AP property loans. Auditors had expressed satisfaction with the audit process. It was noted that an emphasis of matter remained, primarily reflecting the sector-wide position on going concern; however, based on positive progress over the next 12 months, this may be removed in the following year. The Audit Committee therefore recommended approval for the 2024/25 annual report and accounts to Court.

Mike Baxter, Chief Financial Officer, addressed the going concern position, confirming that this had been revisited as a key issue subject to review and emerging risks. The strength of the Financial Recovery Plan had reinforced the going concern assessment, with financial planning

now reflected a longer-term view beyond an annual budget, incorporating medium- and long-term planning. External auditors and the Audit Committee had assessed and endorsed this position.

FGPC discussions on consolidation were noted, including the discussion highlighted under the draft minutes [item 9.1]. The current position was for the accounts to remain non-consolidated, although this would remain under review. It was acknowledged that certain issues and risks required consideration and planning before consolidation, as highlighted by both internal and external auditors.

The Annual Report and Accounts were presented for members, and Court noted the significant work undertaken by the Director of Finance and team, including early engagement with external auditors. The covering report set out key issues, including property revaluation, which placed the University in a stronger position. The valuation of subsidiary companies and intergroup loans had been addressed, with MPI Elgin and MPI Dornoch now aligned; while this impacted the University's position, it was neutral for the UHI Group position overall.

Developments in the cash position were highlighted in light of SFC loan approval, with £12.9 million in cash reserves, £4 million of which were unrestricted. This would be bolstered by the additional SFC loan, further strengthening liquidity.

The Chair and Court welcomed the Annual Report and Accounts, commended the presentation, content, and processes, and expressed thanks to members of the team for their work. Court duly **APPROVED** the 2024/2025 Annual Report and Accounts as presented.

5.1. 2024/2025 Annual Report and Accounts (Accounts and financial statements) and going concern

**APPROVED** as presented.

5.2. Letters of Comfort and Letter of Representation

**APPROVED** as presented.

5.3. Annual Audit Committee Assurance and statement of internal control

**NOTED** as presented.

5.4. Subsidiary Statutory Accounts

5.4.1. MPI Dornoch

**APPROVED** as presented.

5.4.2. MPI Elgin

**APPROVED** as presented.

5.4.3. UHIRE Ltd

**APPROVED** as presented.

6. Operating Model: Full Business Case (FBC)

[Moved from item 5]

Max Brown, Director of Transformation, reported on the operating model full business case. It was noted that engagement with AP Boards of Management would take place in January 2026, providing an opportunity for all stakeholders to engage with and further shape the FBC. The Transformation Oversight Board (TOB) had considered the FBC this week, and feedback from TOB and AP BoMs would be shared with Court members.

Max Brown confirmed that the document remained in draft form and required further textual amendments before wider stakeholder circulation. TOB had recognised that further work was needed, including preparation of a concise précis and a more explicit covering paper for stakeholder use, alongside the Green Book-compliant material. A meeting of the Transformation Executive Board (TEB) was scheduled for tomorrow (18 December).

During this item, Court discussed an interim report on the effectiveness of the UHI NWH merger from Derek Lewis, UHI NWH Chair. It was reported that integration was not yet complete two years after vesting, with significant work still required to create an integrated culture and processes. While notable benefits had already been realised, the report highlighted that there were important lessons for the wider UHI transformation programme.

Court discussed the challenges associated with change of this scale and observed that prolonged uncertainty could lead to declining motivation, fatigue, and staff turnover. It was noted that the UHI NWH merger had taken eighteen months from Outline Business Case to vesting, whereas the UHI transformation was planned over four years. Members were cautioned that without detailed planning, earlier delivery dates could be compromised and warned of the risk of losing focus on business-as-usual activity during the pre-transformation phase.

Court heard that consultation must be genuine, with visible changes resulting from feedback. It was noted that positive developments during consultation could be undermined if the process became inward-focused and lost sight of the long-term vision. The report highlighted that insufficient investment in cultural change had left UHI NWH struggling to embed a common culture, and members agreed that UHI should plan cultural change investment more effectively. The report advised maintaining close attention to staff views throughout the process and balancing communications to provide the right amount of information without overload, anchored in a clear vision of direction.

The Committee **NOTED** the interim report and agreed that lessons identified would inform planning for the wider transformation programme.

The Chair invited members to give their detailed feedback.

Members acknowledged the significant work undertaken and welcomed progress to date. The following thematic points were raised:

- i. Strategic Narrative and Regional Impact  
Members emphasised the need to strengthen the public sector reform narrative, align it with Scottish Government priorities, and restate the University's importance to the region's economy and culture. It was noted that the transformation represented the region's largest project and underpinned its future. The case should articulate UHI's

distinctiveness as a tertiary institution and its strategic advantage in enabling local study opportunities.

ii. Financial Case and Delivery Timescale

- a. Concerns were expressed that the financial case did not appear compelling as currently presented, citing the scale of investment, delayed break-even point, and the impact of optimism bias and contingency planning. Members queried whether transformation could be delivered faster, achieve break-even sooner, and reduce costs without compromising outcomes. It was noted that a 40% optimism bias was standard under Green Book expectations and that recurring savings of £12 million per annum were projected by Year 10. Members stressed the importance of presenting one-off costs and contingency with clarity to avoid perceptions of excessive risk.
- b. The timescale for completion was highlighted as a significant concern, with warnings that four years of uncertainty could lead to staff turnover, fatigue, and loss of focus on business-as-usual activity. Earlier integration was recommended to deliver savings more quickly and strengthen the financial case.

iii. Benefits and Key Success Factors (KSFs)

Members welcomed the articulation of benefits and KSFs but recommended including a summary explicitly linking KSFs to benefits and demonstrating how delivery would be assured. It was noted that benefits relating to curriculum change and academic areas were underdeveloped and required strengthening. Members advised that the case should clearly demonstrate improvements to student experience and opportunities, as well as wider societal and economic impacts.

iv. Stakeholder Engagement and Communication

- a. Members stressed the importance of securing student and staff buy-in whilst managing expectations. It was noted that staff required clarity on practical implications, including organisational structures, management arrangements, and daily working practices. Recommendations included the use of visual representations (e.g., organograms) and tailored communications, such as short videos for different audiences.
- b. Members agreed that consultation must be genuine, with visible changes resulting from feedback, and cautioned against an inward-focused process that could undermine confidence. Cultural change investment was identified as critical to success.
- c. It was noted that AP Boards of Management meetings in January would not be decision points but opportunities for feedback. The Chair undertook to engage with Board Chairs to reinforce that business as usual was not an option. Members considered whether the Scottish Funding Council (SFC) could assist in setting expectations and expressed their wish that SFC attend these meetings.

v. Risk and Contingency Planning

Members highlighted risks associated with non-participating partners and recommended that these be formally acknowledged as out of scope, with clear explanation of operational implications. Concerns were raised regarding potential breakdown in consensus if any AP chose not to proceed; a workshop involving Chairs, Court members and SET was proposed as an opportunity to review assumptions.

vi. Vision and Narrative

Members advised that the Green Book framework, while essential, did not make for a compelling read and should be enhanced with case studies, contextual examples, and data illustrating UHI's impact. Suggestions included creating a parallel document to anchor the vision and benefits for wider dissemination, unconstrained by Green Book requirements.

vii. Cost of No Change

Members queried whether the cost of doing nothing had been fully accounted for, noting that business-as-usual carried additional costs such as renewals and procurement.

Max Brown confirmed that the covering letter to go alongside the FBC to AP BoM would make it clear that the January 2026 BoM meetings were not decision points, but an opportunity to feedback and shape the full business case, which remained a draft and in development.

Court **NOTED** the full business case draft, the next steps proposed, and the Chair thanked members for their feedback which would be recorded and incorporated alongside other stakeholder feedback.

[Scott Rhynas and Max Brown left the meeting]

## 7. Court Effectiveness

Court received a report from Roger Sendall, Deputy Secretary, on its effectiveness and noted that the annual survey, agreed by the Nominations Committee, had been completed for Court, with a separate survey undertaken for Academic Council. Members were thanked for their participation. It was noted that an externally facilitated governance effectiveness review was scheduled for December 2027; the current exercise was an interim internal review intended to identify areas of focus and add value through continual improvement.

The Deputy Secretary observed that the survey results for University Court were strong and supportive of current arrangements, whilst also identifying opportunities for improvement in areas such as monitoring of key performance indicators, increased visibility of corporate social responsibility and educational trends, and the provision of financial literacy training for all Court members.

The Academic Council results were less positive, and Court agreed that it was important for Academic Council to reflect on these findings and make recommendations for improvement. It was noted that an early review of Academic Council's role and governance realities would be beneficial, given that much of its work was delegated to subcommittees and that the size of agendas presented challenges.

Court heard that Academic Council had discussed its remit and terms of reference of and noted that its primary mode of operation was through this delegated authority to subcommittees, with an oversight function across a large number of subordinate bodies. Members cautioned against locating strategic development within Academic Council, as this could undermine subcommittees and elongate decision-making processes. Effective oversight and liaison with Court and Partnership Council were considered essential, and this would be explored further.

Court members also considered the effectiveness of Court's subcommittees and noted that while this was assessed as part of externally facilitated reviews, it had not been included in the current exercise. The Nominations Committee had decided not to undertake this review at this time, although Court members were asked broadly about subcommittees. It was confirmed that such reviews could be scheduled at any time and were planned before the next externally facilitated review in December 2027.

Members noted that the nature of Court would change significantly during the transformation programme and that demands on Court would increase and the role of Court may evolve. It was agreed that consideration should be given to how Court would need to adapt to ensure it continued to play an effective role throughout this period.

Court **NOTED** the report and agreed that actions would be developed to address the areas identified for improvement, including proposals for Academic Council to update on its response to the survey findings.

## 8. Items for noting/ approval

### 8.1. AP Financial Sustainability Update

Mike Baxter, Chief Financial Officer, presented an update on Academic Partner (AP) financial sustainability. Once student numbers were confirmed and Q1 reporting through Boards of Management was complete, he reported that a clearer position would emerge of the UHI partnership's outlook. Members heard that the mid-year reforecast, scheduled for the next but one meeting, would provide an opportunity to assess progress and management of AP budgets and recovery plans.

Court discussed the need for greater clarity on the transformation programme, integration, and timing of decisions, noting that these must be taken collaboratively. It was highlighted that some APs were in receipt of cash advances and that financial planning should not focus solely on achieving break-even but also take account of these advances. Members agreed that the best time to consider this would be during the mid-year reforecast for 2025/26, alongside planning for 2026/27, and stressed the importance of initiating this process earlier and aligning it with the annual business plan.

Specialist partners funded through the University, **[Redacted]** were discussed, and Court acknowledged that it would need to take a position on any further advance of grant or loans. It was emphasised that these partners were responsible for addressing their own financial position and that any decisions on the use of restricted reserves to support them must come to Court.

During the discussion, Court considered the implications of writing off debts and whether this would damage the full business case discussed earlier in the meeting agenda. Court noted that

the Full Business Case included a presumption that outstanding debts would be paid off as part of the process. Members acknowledged that deficits were projected and that SFC would need to consider funding options, which would form part of ongoing negotiations with partners and stakeholder.

**[Redacted]**

Court **NOTED** the update and agreed that further consideration would be given to AP sustainability, recovery planning, and the implications for the transformation programme at the next scheduled meeting.

8.2. UHI EO 2025-26 Budget Update

[Item discussed earlier in agenda]

8.3. Student recruitment

[Item discussed earlier in agenda]

8.4. University Risk Register and Risk Appetite Statement

Court considered the University Risk Register and the Risk Appetite Statement. Court **AGREED** that changes to the Highlands and Islands Student Association (HISA) should be incorporated and noted that there was already a common risk relating to student experience and reputation, which should be amended accordingly.

Court **APPROVED** the University Risk Register and the Risk Appetite Statement, subject to the agreed amendments.

8.5. Red Button Annual Report

**Noted** without discussion.

8.6. Business and Strategic planning update

**Noted** without discussion.

8.7. Performance report

Court received the performance report and noted that metrics relating to student recruitment had been updated where required. It was confirmed that the performance dashboard was available for Court members to access.

Court **NOTED** the report.

8.8. Income Development/ EDA

**Noted** without discussion.

9. Minutes from Committees of Court

9.1. F&GP Committee: 01/12/2025

**[Redacted]**

Court **NOTED** the minutes of the meeting.

9.2. Audit Committee: 04/12/2025

Court **NOTED** the minutes of the meeting.

9.3. Partnership Forum

9.3.1. Meeting of 14 November 2025

Court **NOTED** the minutes of the meeting.

9.3.2. Meeting of 09 December 2025

Court **NOTED** the minutes of the meeting.

9.4. Foundation & Public Meeting: 26/11/2025

Court **NOTED** the minutes of the meeting.

9.5. Nominations Committee: 09/12/2025

Court **NOTED** the minutes of the meeting.

10. Any Other Business

**[Redacted]**

11. Reserved Business

[Scott Innes and Jem Taylor left the meeting due to a declared conflict of interest in the following item.]

11.1. Industrial relations update

Court received a reserved update on industrial relations. It was reported that the approach taken to resolve the dispute with UCU had been successful, and the dispute was resolved as of the previous day. Court noted that industrial action had ended and formal notification had been issued. Whilst not all UCU demands were met, agreement was reached on a period of up to one year with no compulsory redundancies, subject to any unforeseen financial changes.

Court also received an update on correspondence from EIS-FELA regarding the transformation programme. The correspondence expressed concerns about the level of engagement and union involvement in transformation activity and cited relevant legislation. The letter had been circulated to AP Chairs and principals. It was noted that the Partnership Forum had agreed to issue a single consolidated response; however, feedback from two partners indicated that a single response might not be appropriate, and this would be reviewed at the Transformation Executive Board meeting scheduled for the following day. Court noted that a consolidated response remained necessary and that discussions would continue.

Court was advised that one partner had undertaken a staff survey following recent staff briefings on confidence in the transformation programme. It was further noted that EIS had circulated its letter to all board members of another partner, highlighting issues around transformation and the need for sensitivity in communications. Court also noted that unions had written to the Public

Audit Committee regarding concerns about UHI Perth and UHI as the Regional Strategic Body, including criticism of perceived inaction and intervention. This correspondence was publicly available on the parliamentary website. Court agreed that these matters required careful monitoring and management.

Court **NOTED** the update and endorsed the actions proposed to maintain constructive engagement with unions and address concerns raised.

#### 12. Close of meeting

The Chair and members thanked Angus Campbell for his contributions and expertise as member of Court, Further Education Regional Lead, and Chair of Finance and General Purposes Committee, and wished him well in his new role as Chair of HIE.

The Chair wished everyone a happy festive period and closed the meeting at 16:05.

ENDS

Approved on: 24 February 2026

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