

UHI | INVERNESS

Meeting	Board of Management
Date and time	Tuesday 11 February 2025 at 4.30 p.m.
Location	UHI Inverness Boardroom 203 & 204 & Microsoft Teams

Governance Officer
27 January 2025

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.

16:30 – 17:00 **BOARD CREATIVE SPACE**

LEARNING ASSISTANTS

Report by Vice Principal Curriculum, Student Experience & Quality and Wellbeing and Learning Support Manager
Closed Session

ITEMS FOR DECISION

17:00 – 17:05 **1) MINUTES**

- a.) Meeting of the Board of Management held on 17 December 2025
- b.) Confidential Note (CN-BoM-01-122024) of the Board of Management held on 17 December 2024
- c.) Confidential Note (CN-BoM-02-122024) of the Board of Management held on 17 December 2024
- d.) Confidential Note (CN-BoM-03-122024) of the Board of Management held on 17 December 2024
- e.) Confidential Note (CN-BoM-04-122024) of the Board of Management held on 17 December 2024

- f.) Confidential Note (CN-BoM-05-122024) of the Board of Management held on 17 December 2024

17:05 – 17:10 **2) OUTSTANDING ACTIONS**
Actions List

17:10 – 17:30 **3) AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2024 (CONFIDENTIAL)**
Report by Director of Finance and Estates

a.) Final Financial Statements 2023/24
b.) Final External Audit Report 2023/24
c.) Letter of Representations to Deloitte
d.) SFC Annual Report and Accounts for the year ended 31 July 2023

ITEMS FOR DISCUSSION

17.30 – 18.00 **4) OBC UPDATE & RESPONSE TO JANUARY MEETING**
Verbal Report by Chair of Board of Management

18:00 – 18:20 **5) PRINCIPAL'S REPORT (CONFIDENTIAL)**

18:20 – 18.30 **6) KPI MATRIX**
Report by Operations and Commercial Manager

18:30 – 18:35 **7) GOVERNANCE UPDATE**
Report by Governance Officer

18:35 – 18:45 **8) UHI Court – OBC UPDATE**
Verbal Report by Further Education Regional Lead

18:45 – 18:50 **9) DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**
a.) Joint Audit & FGP Committee held on 09 December 2024
b.) Learning, Teaching and Research Committee held on 10 December 2024
c.) Finance & General Purposes held on 03 February 2025 –
to follow

FOR NOTING

10) AOCB

11) DATE AND TIME OF NEXT MEETING
25 March 2025 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.

Board of Management – List of Outstanding Actions

17 December 2024				
Health & Safety	A detailed improvement plan in a form of a list for future Health & Safety reports to be presented to the Board.	Health, Safety and Sustainability Manager	June '25	Ongoing
Risk Register – heat map	UHI Inverness's heat map to be presented at the next Audit Committee meeting in March 2025.	Director of Finance and Estates	March '25	Ongoing
Risk Register – risk appetite	Specific and detailed risk appetite for UHI Inverness to be presented at the next Audit Committee meeting in March 2025.	Director of Finance and Estates	March '25	Ongoing
Professional Review & Development Policy	Further implementation to be discussed by Vice Principal Curriculum, Student Experience & Quality with Barbara Nelson.	Vice Principal Curriculum, Student Experience & Quality & BN	March '25	Ongoing
Equality, Diversity and Inclusion Policy	Policy to be updated in relation to wording clarifying number of legal sexes after the ruling of the Supreme Court.	Vice Principal Curriculum, Student Experience & Quality	June '25	Ongoing

Subject/Title:	KPI Report
Meeting and date:	EMT Committee – 6 Feb 25 Board of Management – 11 Feb 25
Author:	Martin Whyte
Decision, Discussion or Noting:	Noting / Discussion
Link to Strategic Plan:	Links to all strategic objectives
Cost implications:	Yes / No (<i>delete as applicable</i>) If yes, please specify:
Risk assessment:	Yes / No (<i>delete as applicable</i>) If yes, please specify: Financial: Operational: Organisational:

Recommendation(s)

Note the year-to-date performance measures as at period 6, 31st January 2025.

Main body of information

The KPI table for period 6, January 2025, accompanies the paper and presents performance for each measure against the respective targets profiled for the period.

Thirty-one measures are in scope year to date. Fifteen are satisfactory (Green), seven are unsatisfactory (Red), and six are marginal (Amber). Three HR measures are to be confirmed.

Comments on specific performance measures

HE Active Applications. Serial 1. 134.7%. Green

Very strong performance YTD. Applications are monitored from December; UCAS early application deadline has been reached, and we are ahead of expectation. Bodes well if this continues and we convert applications.

FE Active Applications. Serial 2. 217.5%. Green.

Very strong performance YTD. More than double the expectation for this stage of the year. MIS Manager report will have further details.

FE Credits. Serial 3. 109.9%. Green.

68 Credits away from achieving our SFC Credit threshold for the year. Additional credits are still to be captured from apprentice group attending first block and short-full time/short course activity.

Apprenticeship starts (contract year). Serial 4. 77.5%. Red.

231 starts against YTD objective 298. The outturn for new starts is expected to be 272 by the end of the contract period (31 March 25). Note, although new starts are expected to fall short of target, the number is consistent with the previous year (276) which will help maintain the high average apprentices in learning (see measure serial 5).

Apprenticeship Income. Serial 6. 111.9%. Green

Approximately £79,000 ahead of plan YTD. FIPS tracker indicates that funding claims are being submitted in a timely manner which reduces the risk of claims being declined and income matching the profile.

Commercial Short Course Income. Serial 8. 54.0%. Red

£26,989 against plan £49,998 YTD. Fewer courses completed than had been anticipated primarily due to staffing restrictions. In addition, UKSPF funding provides free places to clients on Heat Pump courses. This funding falls out with the 'commercial short course income' category as it appears under (Other Govt/Local Auth Grants). The activity is attributed to Business Solutions who recruit and fill places on these courses. Not all UKSPF funding features in the revenue budget as capacity to deliver was a factor. However, activity has been completed YTD and payment is awaited from the local authority. Further courses are scheduled to take place in Q1 2025.

HE FTE (APC figures). Serial 11. 100.7%. Green.

METIS data reports 1,286 FTE based on loading against target 1,319 FTE. Loading for 72 students is not yet complete; this will increase FTE. Expect to achieve APC HE FTE target.

MA Successful Outcomes (contract year). Serial 32. 85.5%. Red.

Performance as of the end of November was 65.7%, average for YTD of 64.1%, which is improving each period, but does remain below our objective of 75%. Outcome reporting is variable due to timing differences in resulting, verifying, or in some cases due to limitations imposed by SDS.

Mental Health Support appt. Serial 35. 102.5%. Green.

99% of all enquiries received an appointment within 3-10 working days in January. Objective is 95%. The counselling team continue to deliver a fantastic service to our students.

Learning Support appt offered for 6-20 working days. Serial 36. 105.3% Green.

YTD performance is 100% of ASN appointments receiving an appointment within 6-20 working days. Tremendous. Wellbeing & Learning Support Manager has highlighted that in January some students failed to confirm the meeting which may have a knock on to scheduling meetings in February.

ITEM 06.

Number of workplace injuries. Serial 47. 74.7%. Green
YTD 80 reported injuries compared to expectation of 107. Pleasing to see numbers are lower than 23-24. HS&S Manager will continue to monitor and identify trends.

% of staff completed mandatory iHASCO Training. Serial 49. 98.6%. Amber.
Fractionally below objective. Focus on this remains high. Connect+/WeeConnect reminder will be helpful to prompt completion.

CO2 Emissions on Utilities (gross) tonnes. Serial 60. 84.5%. Green.
YTD 55 tonnes under expectation, 301 tonnes vs expectation of 356 tonnes as at the end of January. This is commendable performance year to date.

Estates reactive task completion rate %. Serial 62. 98.8% Amber.
94.8% YTD against plan 96%. Supervisor to monitor task completion to get over the objective.

GTFM reactive task completion rate %. Serial 63. 99.5%. Amber.
94.5% YTD completion rate against 95% objective. Estates to continue to monitor and work with GTFM to sustain or improve this measure.

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

Performance Measures

AY: 2024-2025

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2024
Today	04 Feb 2025
Period Month	January
No.Periods Yr	6

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

	Measure	Measurement Frequency	2023/24 Actual	2024/25 Target	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1333	1,400.0	850	1,145	134.7%
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2281	2,300.0	200	435	217.5%
3	FE Credits	Monthly	26543	26,442	24,000	26,374	109.9%
4	Apprenticeship starts	Monthly	276	374	298	231	77.5%
5	Apprentices in Learning (average in year)	Monthly	664	675	675	716	106.1%
6	Apprenticeship Income (excluding T&A)	Monthly	£1,222,884	£1,259,400	£668,530	£747,891	111.9%
8	Commercial Short Course Income	Monthly	£121,486	£100,000	£49,998	£26,989	54.0%
9	HE enrolments (head count)	Monthly	1,904	1,990	1,990	2,092	105.1%
10	HE enrolments (year one starts)	Annual	697	700	700	637	91.0%
11	HE FTE (APC figures) (from Oct)	Monthly	1,259.6	1,319.0	1,319.0	1,286.0	97.5%
12	Research - Income less expenditure	Biannual	£140,043	-£150,000	-£150,000	-£299,930	-200.0%
13	GA Programmes - New Enrolments	Monthly	92	122	122	192.0	157.4%
14	Senior Phase Enrolments	Annual	667	677	677	574.0	84.8%
18	Early Satisfaction & Engagement Survey (ESES)	Annual	96.0%	96%	96.0%	95.7%	99.7%
23	ESES % Response Rate	Annual	63.3%	60%	60.0%	61.0%	101.7%
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	63.0%	75%	75.0%	64.1%	85.5%
33	FE progression to further FE study	Annual	37.0%	40%	40.0%	39.6%	99.0%
34	FE progression to HE - actual	Annual	30.0%	35%	35.0%	29.7%	84.9%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	99.0%	95.0%	95.0%	97%	102.5%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	96.0%	95.0%	95.0%	100%	105.3%
40	Sickness levels	Quarterly	2.98%	2.58%	3.00%		
43	% Staff turnover	Quarterly	2.38%	3.01%	2.19%		
44	PRD completion - full or review	Quarterly	57%	100%	25%		
47	Number of workplace injuries	Monthly	138	138	107	80	74.77%
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	79%	80%	80.0%	78.9%	98.6%
59	Room Occupancy - Frequency %	Monthly	36.0%	36.0%	34.8%	39.5%	113.4%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	638	667	356	301	84.5%
61	CO2 Emissions on Waste - Tonnes	Quarterly	11.0%	0.930	0.302	0.200	66.4%
62	Estates reactive task completion rate %	Monthly	95%	96%	96%	94.8%	98.8%
63	GTFM % reactive task completion rate	Monthly	95%	95%	95%	94.5%	99.5%
64	Total % of Capital expenditure budget committed (Aug - March)	2 monthly	100%	100%	75%	100.0%	133.3%

CHI | INVERNESS

Subject/Title:	Governance Update
Author: [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	11 February 2025
Date Paper prepared:	03 February 2025
Brief Summary of the paper:	This paper provides the Board of Management with an update on all governance matters.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: 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
Resource implications:	Yes / No If yes, please specify:

Risk implications:	Yes / No If yes, please specify: Operational: Organisational:		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/ No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of 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

Board Recruitment

Next Search and Nomination Committee meeting will take place in February 2025 at which the outstanding Board vacancies will be discussed and a recruitment campaign will be planned and approved.

Register of Interest

All Members are being asked to review and update, if necessary, the Register of Interest document circulated earlier this month. An updated copy will be uploaded onto the website.

Committee Membership

Due to recent resignations and new members being appointed the Committee Membership will be evaluated at the next Search and Nomination Committee meeting and Board members will be approached with invitations to join the existing Committees to ensure that we meet the membership numbers laid out in our Terms of Reference.

Code of Good Governance Review & Board Evaluations

This year's review and evaluation process has been extended till end of February 2025. Professional Development meetings taking place on a 1-2-1 basis with Committee Chairs have been opened up to non-Board Committee members as well this academic year. The evaluation questionnaires have been emailed out to all Committees, Board and non-Board members included, with Sunday 23rd February given as the completion date. Reports will be presented to all Committees and full Board in March 2025.