

Meeting	Board of Management
Date and time	Tuesday 25 June 2024 at 4.00 p.m.
Location	Online Meeting via Microsoft Teams

Governance Officer
 18 June 2024

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.

- 16:00 – 16:30 **BOARD CREATIVE SPACE**
 Research Presentation
 Report by Directors of Centre for Living Sustainability & Biodiversity and Freshwater
- 16:30 – 17:00 **BOARD CREATIVE SPACE**
 Education Scotland Annual Engagement Visit
 Report by Lead HMI, Education Scotland
- 17:00 – 17:30 **BOARD CREATIVE SPACE**
 Green Port Presentation
 Report by CEO, Green Port

ITEMS FOR DECISION

- 17:30 – 17:35 **1) MINUTES**
 - a.) Meeting of the Board of Management held on 26 March 2024
 - b.) Confidential Note (CN-01-032024) of the Board of Management held on 26 March 2024

- c.) Confidential Note (CN-02-032024) of the Board of Management held on 26 March 2024
- d.) Confidential Note (CN-03-032024) of the Board of Management held on 26 March 2024

- 17:35 – 17:40 **2) OUTSTANDING ACTIONS**
Actions List
- 17:40 – 17:45 **3) POLICIES FOR APPROVAL**
 - a.) Staff Wellbeing Policy
 - b.) Staff Wellbeing Guidance
- 17:45 – 18:05 **4) PRINCIPAL’S REPORT (CONFIDENTIAL)**
Report from Principal
- 18:05 – 18:15 **5) ANNUAL PROCUREMENT REPORT FY 22-23 (CONFIDENTIAL)**
Report by Procurement Officer
- 18:15 – 18:20 **6) AWARD RECOMMENDATION REPORT FOR CLEANING SERVICES (CONFIDENTIAL)**
Report by Procurement Officer
- 18:20 – 18:30 **7) REVENUE BUDGET – AY 24-25**
Report by Director of Finance & Estates
- 18:30 – 18:40 **8) CAPITAL EXPENDITURE BUDGET – AY 24-25**
Report by Director of Finance & Estates
- 18:40 – 18:50 **9) FEES – AY 24-25**
Report by Director of Finance & Estates

ITEMS FOR DISCUSSION

- 18:50 – 18:55 **10) KPI MATRIX UPDATE**
Report by Operations and Commercial Manager
- 18:55 – 19:05 **11) GOVERNANCE UPDATE**
 - a) Report by Governance Officer
 - b) Confidential Verbal Report
 - c) Leave of Absence – Verbal Report by Chair
 - d) Court Meeting & Agenda – Discussion, Vice Chair
- 19:05 – 19:05 **12) DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**
 - a.) Chairs Committee held on 30 May 2024
 - b.) Performance Review and Remuneration Committee held on 30 May 2024
 - c.) Audit Committee held on 04 June 2024
 - d.) Learning, Teaching and Research Committee held on 11 June 2024

- e.) Finance and General Purposes Committee held on 13 June 2024
- f.) HR Committee held on 14 June 2024

FOR NOTING

13) AOCB

14) DATE AND TIME OF NEXT MEETING

01 October 2024 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

28 June 2022				
Confidential Annex – Partnership Working	<p>The Principal will engage with potential partners and carry out due diligence in respect of proposals.</p> <p>We are currently going through a further procurement process in respect of a shared Finance, Payroll and HR system.</p> <p>Suzanne Stewart, Information Development Manager, has recently made recommendations to data sharing model.</p>	Principal	Ongoing	
27 June 2023				
UHI 2024	<p>The Governance Officer will circulate to the Board a note of the UHI 24 Curriculum Update, which was provided to staff as part of the Wee Connect update in May 2023.</p> <p>Workshop will take place on January 19th.</p>	Gov Officer & Principal	Ongoing	
Finance Training Sem 2	<p>Finance Training – The Governance Officer will arrange a further follow up session for Board Members.</p> <p>Business lecturer Rhona Morrison will offer training session in Sem 2, date still tbc.</p>	Gov Officer	Complete	12/06/2024
03 October 2023				
Principal’s Report: Enquiring Minds Scheme Update	An update on Enquiring Minds project to be presented to the Board during one of the Board Creative Space sessions.	TEL & Prof Dev Manager	Ongoing	01/10/2024

ITEM 2.0

	Session will be provided either during October meeting.			
19 December 2023				
UHI Inverness College Annual Audit by Deloitte	We are in the first year of contract with the new provider. An action has been proposed to monitor and evaluate the failure by new external auditors Deloitte to complete audit reports on time.	Gov Officer & Principal	Ongoing	
Health & Safety Induction Module	Health & Safety module for Board induction to be looked at and updated if needed.	Gov Officer and H&S Manager	Complete	May 2024
26 March 2024				
Futures Group: Formal Communication	Formal communication to be sent out on behalf of UHI Inverness Board of Management to UHI Court, the Minister and SFC to raise concerns in regard to TOM and OBC.	Chair, Vice-Chair & Gov Officer	Complete	27/03/2024

Board of Management Committee Meeting

Subject/Title:	Staff Wellbeing Policy
Author: [Name and Job title]	Nicola Quinn, Head of HR Jo Fanning, HR Business Partner
Meeting:	Board of Management Committee
Meeting Date:	25 June 2024
Date Paper prepared:	03 June 2024
Brief Summary of the paper:	<p>Through our Staff Wellbeing Group, we have developed a new Staff Wellbeing Policy. The policy outlines UHI Inverness's commitment to creating a culture which promotes physical and mental health, whilst being supportive and inclusive and where wellbeing is embedded across our working practices. It aims to build resilience by empowering employees to take ownership of their own physical and mental health, recognising that additional support may be required when staff are experiencing negative effects on their health and wellbeing.</p> <p>Usually, only the Policy would be presented at BOM Committee, however, as this is a new policy, we felt it was important to also include the accompanying guidance document that we have developed (again through our Staff Wellbeing Group) for staff also. Our guidance document outlines a range of wellbeing initiatives to support staff in maintaining positive health and wellbeing.</p>
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with::	Strategic Plan
<ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	<p>A new Staff Wellbeing SharePoint site will be developed by the Staff Wellbeing Group which will signpost staff to a series of initiatives and resources available, aimed at raising awareness about health and lifestyle issues affecting mental health and wellbeing.</p> <p>The HR and Professional Development teams have been working together to develop a manager training package</p>

	specifically on key HR Policies and Procedures which will be rolled out throughout the 2024-25 AY.
Risk implications:	If yes, please specify:
Equality and Diversity implications:	An Equality Impact Assessment has been completed (and attached).
Consultation: [staff, students, UHI & Partners, External] and provide detail	Our Staff Wellbeing Group helped to develop this new policy and guidance document for staff. Following approval from UHI Inverness's Policy, Procedure and Review Panel, both the policy and guidance document for staff have gone through staff consultation, through to the JCC, EMT and HR Committee.

Status – [Non confidential]	Non confidential		
Freedom of Information Can this paper be included in "open" business* [Yes]	Yes		
*If a paper should not be included within "open" business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

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

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

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Staff Wellbeing Policy

REFERENCE: (will be inserted by Quality Unit)

Lead Officer	Head of Human Resources
Review Officer	HR Business Partner
Date first approved by BoM	
First Review Date	January 2024
Date review approved by BoM	
Next Review Date	June 2027
Equality impact assessment	Yes (January 2024)
Further information (where relevant)	N/A

Reviewer	Date	Review Action/Impact
UHI Staff Wellbeing Group, Head of Human Resources and HR Business Partner	January 2024	New Policy

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1. Policy Statement

This policy outlines UHI Inverness's commitment to creating a workplace culture which promotes physical and mental health, whilst being supportive, inclusive, and engaging, and where wellbeing is embedded across working practices. It aims to build resilience by enabling and empowering employees to take ownership of their own physical and mental health, recognising that additional support may be required when staff are experiencing negative effects on their health and wellbeing.

UHI Inverness acknowledges that good health and wellbeing are vital to our success and happiness, and that there is much UHI Inverness can do to facilitate this amongst our staff. This policy provides guidance for managers on how to manage both the physical and psychological aspects of work, and to embed wellbeing initiatives which underpin our organisational values and the 8 Dimensions of Wellness (Appendix I).

This policy should be used in conjunction with the Health & Safety Policy.

2. Legislative Framework/ Related Policies

- Employment Rights Act 1996
- Equality Act 2010
- Human Rights Act 1998
- Health and Safety at Work Act 1974
- Working Time Regulations 1998
- Dignity in the Workplace Policy and Procedure
- Equality, Diversity and Inclusivity Policy
- Health and Safety Policy
- Hybrid Working Guidance
- Maternity and Parenting Leave Policy and Procedure
- Menopause Policy
- Professional Development Policy and Procedure
- Professional, Review and Development Policy and Procedure
- Promoting Attendance Policy and Procedure
- Reasonable Adjustments Guidance for Staff
- Special Leave Policy and Procedure
- Staff Flexible Working Policy and Procedure
- Staff Grievance Policy and Procedure
- Staff Wellbeing Guidance Document for Staff
- Supporting Probation Policy and Procedure
- Supporting and Managing Performance Policy and Procedure

3. Scope

This Policy applies to all staff at UHI Inverness.

4. Definitions

Term	Definition
Physical Health	This describes the condition of your body including how fit you are, but also how well the systems and organs of the body function (e.g., digestive system, nervous system, eyesight, heart, etc.). Physical health is not merely about the absence of disease, or infirmity.
Mental Health	Described by the World Health Organisation (WHO) as a state of wellbeing that enables people to cope with the stresses of life, realise their abilities, learn well and work well, and contribute to their community.
Wellbeing	Wellbeing, or wellness, describes our ability to cope with life on a daily basis, including on a personal, social, economic and environmental level. Positive wellbeing enables people to contribute to the world with a sense of meaning and purpose, which will be individual to each person. See Appendix 1 for the Dimensions of Wellness.
Stress	Described by the Health and Safety Executive (HSE) as an adverse reaction to excessive pressures or demands (from either work or personal life). Stress may manifest differently from person to person, affecting either physical or mental health and overall wellbeing.
Core Values	Collaboration, Openness, Respect, Excellence.

5. Roles and Responsibilities

5.1. Executive Management Team and Board of Management

The Executive Management Team and Board of Management at UHI Inverness will promote and enable employee wellbeing by:

- Ensuring the health, safety, and welfare of all employees, in so far as is reasonably practicable.

- Meeting obligations to taking reasonable care of anyone affected by our work, by reducing safety risks and operating the business in a way that minimises stress.
- Providing opportunities for staff to have a say in the work that they do, through the use of consultation, staff surveys and questionnaires as appropriate.
- Providing adequate resources for staff training, development, and support.
- Providing adequate resources to ensure reasonable workloads and a good work-life balance can be achieved by staff.
- Empowering staff to respond positively to change.
- Fostering a culture of mutual respect and dignity in the workplace.
- Providing good working conditions and a positive working environment.
- Being open and transparent with staff during periods of uncertainty and change through regular channels of communication.

5.2. Line managers

Line managers will support their staff to achieve positive wellbeing by:

- Monitoring workloads and planning work effectively to ensure it remains manageable.
- Monitoring working hours and annual leave to ensure staff are taking adequate time off to decompress from work.
- Consulting individuals as early as is reasonably practicable on changes which may affect their wellbeing.
- Encouraging staff to take ownership of their own wellbeing through signposting to support services, including the Employee Assistance Programme, and Access to Work's Mental Health Support Service delivered by Able Futures.
- Completing Occupational Health referrals as necessary to facilitate rehabilitation.
- Ensuring they are familiar with organisational policies and procedures which affect wellbeing, e.g., Dignity at Work, Special Leave, and Menopause Policies and Procedures.
- Supporting staff who are absent from work due to sickness, through regular communication, liaising with relevant professionals for advice at an early stage (e.g., HR and Occupational Health), and a supportive return-to-work plan.
- Maintaining confidentiality of staff, only disclosing details to others with the individual's consent or where the employee is deemed at risk of harm.
- Challenging ways of working that impact wellbeing negatively and being an advocate for wellbeing within the team and department.
- Encouraging and facilitating learning and development activities, and routes to progression to support occupational wellbeing.
- Offering support to staff who experience potentially traumatic events whilst at work.

5.3 Employees

Employees are responsible for:

- Taking ownership of their own wellbeing and seeking support from their line manager, Human Resources, or the Employee Assistance Programme/ Access to Work's Mental Health Support Service delivered by Able Futures at an early stage if required.
- Taking reasonable care of their own health and wellbeing whilst at work, including participating in Occupational Health referrals as required and adhering to their obligations as set out in the Health and Safety Policy.
- Taking reasonable care of the health and wellbeing of the people with whom they come into contact whilst at work, practicing respect and understanding for others at all times.
- Working appropriate hours, ensuring rest breaks and annual leave are utilised effectively and building healthy work habits.
- Raising any wellbeing concerns with the line manager at the earliest opportunity.
- Taking advantage of wellbeing initiatives, and training and development opportunities.

5.4 Human Resources (HR)

The HR department will provide guidance to managers and staff on the application of the Staff Wellbeing Policy and:

- Promote the services provided by the Employee Assistance Programme and Access to Work's Mental Health Support Service delivered by Able Futures.
- Incorporate considerations for wellbeing into HR policies, procedures, and guidance documents wherever appropriate.
- Make Occupational Health referrals in conjunction with the line manager and employee as required.

5.5 Staff Wellbeing Group

The Staff Wellbeing Group, established to advise the Principal and the Health, Safety & Wellbeing Committee on the wellbeing of UHI Inverness staff, promotes formal communication and informal dialogue with staff. The group is cross-college and cross-level in its membership with no hierarchy and membership includes local trade union representatives.

The Staff Wellbeing Group is made up of volunteers from both academic and professional services staff and will contribute to wellbeing by:

- Promoting wellbeing initiatives to staff, and signposting to resources and support mechanisms as required.
- Supporting the development and maintenance of Staff Wellbeing pages published on the College intranet.
- Encouraging employee champions to promote health and wellbeing activities related to the 8 Dimensions of Wellness (Appendix 1).
- Assisting the HR department in reviewing the Staff Wellbeing Policy as required to ensure relevant and appropriate.

6. Compliance

This policy applies to all staff, including supply, fixed-term and agency workers, who must endeavour to meet the requirements outlined within it.

Compliance with the policy will be monitored through regular audits, with reports going to the appropriate committee.

7. Monitoring

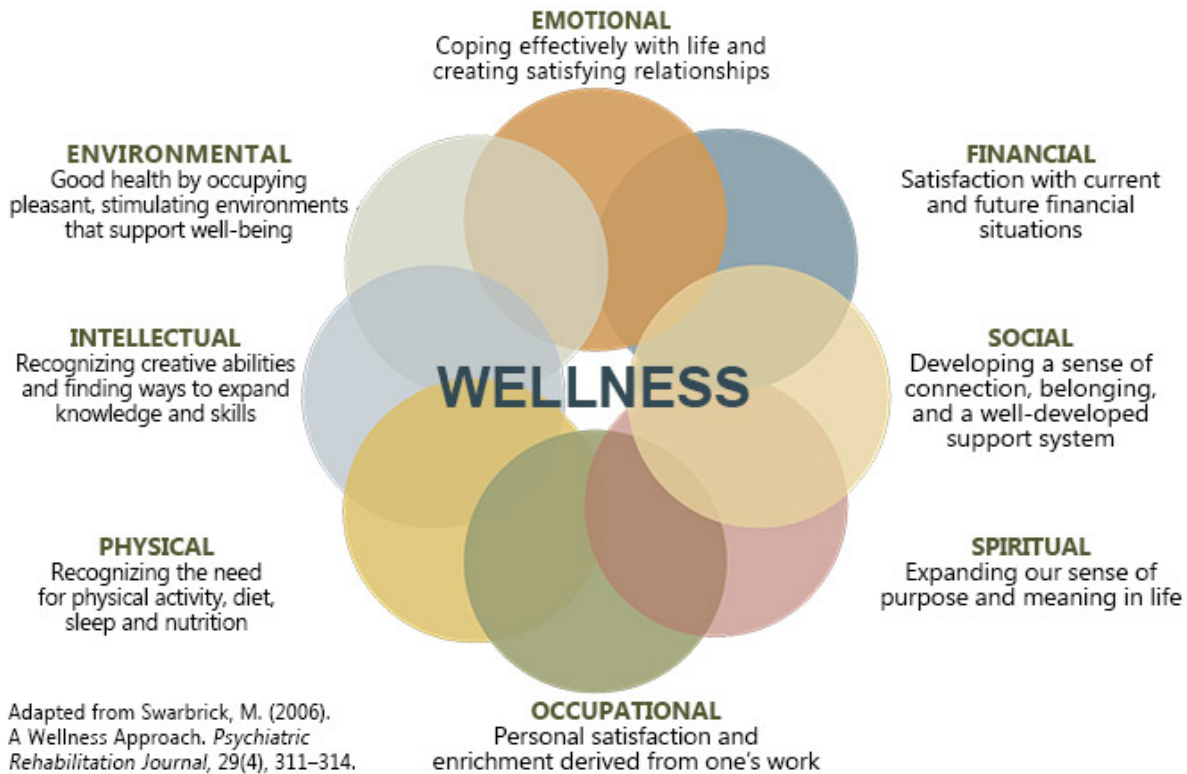
Each College policy will be monitored, and its implementation and effectiveness evaluated. Appropriate procedures for reviewing and monitoring are the responsibility of the policy lead officer.

The effectiveness of this Policy will be evaluated by monitoring sickness absence KPI data as part of the HR quarterly reporting cycle.

8. Review

This Policy will be reviewed on a at least a 3-yearly basis, to ensure it continues to meet College requirements within the legislative frameworks and ACAS best practice.

Appendix 1 – The Dimensions of Wellness



Source: <https://workplacewellnesslab.com/>

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GUIDANCE DOCUMENT

STAFF WELLBEING GUIDANCE DOCUMENT FOR STAFF

Lead Officer	Head of Human Resources
Review Officer	HR Business Partner
Date first approved by EMT	June 2024
First Review Date	June 2027
Date review approved by EMT	
Next Review Date	
Equality impact assessment	Yes
Further information (where relevant)	N/A

Reviewer	Date	Review Action/Impact
UHI Staff Wellbeing Group, Head of Human Resources and HR Business Partner	January 2024	New Guidance Document for Staff

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1. Introduction

UHI Inverness is committed to creating a workplace culture which promotes physical and mental health, whilst being supportive, inclusive, and engaging, and where wellbeing is embedded across working practices. The College aims to build resilience by enabling and empowering employees to take ownership of their own physical and mental health, recognising that additional support may be required when staff are experiencing negative effects on their health and wellbeing.

UHI Inverness acknowledges that good health and wellbeing are vital to our success and happiness, and that there is much we can do to facilitate this amongst our staff.

This guidance document should be read in conjunction with the Staff Wellbeing Policy. It provides guidance on those wellbeing initiatives which underpin our organisational values and helps managers to understand and manage both the physical and psychological aspects of work to reduce workplace stress.

2. Definitions

Term	Definition
Physical Health	This describes the condition of your body including how fit you are, but also how well the systems and organs of the body function (e.g., digestive system, nervous system, eyesight, heart, etc.). Physical health is not merely about the absence of disease, or infirmity.
Mental Health	Described by the World Health Organisation (WHO) as a state of wellbeing that enables people to cope with the stresses of life, realise their abilities, learn well and work well, and contribute to their community.
Wellbeing	Wellbeing, or wellness, describes our ability to cope with life on a daily basis, including on a personal, social, economic and environmental level. Positive wellbeing enables people to contribute to the world with a sense of meaning and purpose, which will be individual to each person. See Appendix I for the Dimensions of Wellness.
Stress	Described by the Health and Safety Executive (HSE) as an adverse reaction to excessive pressures or demands (from either work or personal life). Stress may manifest differently from person to person, affecting either physical or mental health and overall wellbeing.
Core Values	Collaboration, Openness, Respect, Excellence.

3. Our Wellbeing Initiatives

The College has invested in a range of wellbeing initiatives to support staff in maintaining positive health and wellbeing.

The Employee Assistance Programme – Optima Health

As part of our commitment to wellbeing, support and guidance is available from Optima Health, 24 hours a day, 7 days a week to provide professional support in dealing with work or personal issues.

Staff wishing to access this service, can do so by calling 0800 032 9849 or visiting <https://sgframework.eap.workplacewellbeing.com/>

There is no charge to employees for this service and any contact will be completely impartial and confidential.

Access to Work's Mental Health Support Service delivered by Able Futures

UHI Inverness has partnered with Able Futures who deliver Access to Work's Mental Health Support Service. Able Futures can support staff experiencing difficulties including anxiety, depression, grief or stress, or who are struggling to deal with problems such as debt, disrupted sleep or relationships that may be affecting their mental health.

Support is available through Able Futures from a mental health professional who will work with staff to create a support plan to help improve their mental health over a period of up to 9 months.

There is no charge for this confidential service, which can support individuals to take care of themselves so they can feel better prepared to manage their mental health with life's ups and downs.

Staff wishing to access this service can do so by calling 0800 321 3137 or visiting <http://able-futures.co.uk/mental-health-support>.

Trade Unions and Staff Engagement Group

The College recognises that employee wellbeing and productivity are intrinsically linked to staff feeling in control and having a say in the things that directly affect their employment.

Trade Unions - UHI Inverness recognises three trade unions:

- UNISON (professional services staff) – Unison is one of the UK's largest Trade Unions, with more than 1.3 million members, representing both full and part-time

staff who provide public services. To find out more, visit: <https://www.unison.org.uk/>

- GMB (professional services staff) – GMB union has more than 630,000 members in UK and Ireland in both full and part-time roles working across a range of sectors <https://www.gmb.org.uk/>
- EIS-FELA (academic staff) – The Educational Institute of Scotland is the largest teaching union in Scotland. Founded in 1847, the EIS is the oldest teaching union in the world. To find out more, visit: <https://www.eis.org.uk/fela/fela-home>

Together, local representatives from the recognised trade unions contribute to the Joint Consultative Committee (JCC), to speak on behalf of staff with the aim of ensuring fair practices and building more positive relationships between UHI Inverness management and trade union colleagues.

In addition, the unions negotiate collectively at a national level with the representative body for college employers in Scotland, College Employers Scotland (CES), as part of the National Joint Negotiating Committee (NJNC), to jointly agree terms on issues such as pay and terms and conditions of employment.

To find out who your local trade union representative is, please visit: [IC HR - Home \(sharepoint.com\)](#).

Staff Engagement Group

UHI Inverness will be introducing a Staff Engagement Group in the 2024/25 academic year as an additional way through which our staff can receive information and provide feedback.

Other Wellbeing Initiatives

In addition to those listed above, there are a series of other initiatives and resources available, aimed at raising awareness about health and lifestyle issues affecting mental health and wellbeing. Information about these can be found on the Staff Wellbeing SharePoint site [\[LINK\]](#) and staff are encouraged to be proactive in utilising these resources in any way they may find supportive.

In addition, staff are encouraged to make suggestions of any other wellbeing activities which could be initiated under this policy by making suggestions to the HR department at HR.ic@uhi.ac.uk or the Staff Wellbeing Group.

4. Managing Workplace Stress

Stress is a natural part of life, and a small amount of stress/pressure can enable us to better focus or get things done. However, too much stress, or chronic stress, can make us feel out of control and affect our mood, relationships and body, as well as overall wellbeing.

According to the NHS, symptoms of stress may include:

- Irritability, anger, or tearfulness.
- Anxiety, worry or hopelessness.
- Inability/reluctance to make decisions.
- Avoidance of people or social situations.
- Eating more or less than usual.
- Stomach or digestive problems, headaches, muscle/other pains.
- Rashes or hives.
- Feeling dizzy, sick, or faint.

A small amount of stress in the workplace can be healthy and may even lead to greater productivity. However, when stress at work becomes chronic (long-term and continuous), this may lead to a reduction in productivity or potentially absence from work.

Workplace stress may be triggered by a variety of things including the introduction of new processes or tasks, changes in staffing, increases in workload, or interpersonal difficulties. It should also be recognised that, what triggers stress for one person, may not for another, and the levels of stress one person may be comfortable with may be very different to that of others.

Managers should be aware of any changes being implemented or proposed which could impact on employee stress levels, being proactive in offering support pre-emptively, and sympathetic to the differing needs and reactions of their staff.

Where symptoms of stress are identified by the individual or the line manager, the line manager should meet with the employee at the earliest opportunity to discuss the potential triggers and what can be reasonably implemented to try and alleviate these. To facilitate this discussion, the Health and Wellbeing Risk Assessment (Appendix II) should be completed to identify any potential stress triggers. Once complete, the line manager should assign actions which will endeavour to eliminate or minimise these stressors, scheduling a review with the employee within a realistic timeframe to reassess stress levels and make any adjustments to the assessment and actions.

Where stress leads to sickness absence, the Promoting Attendance Policy and Procedure should be referred to for guidance.

5. Requesting Support

Employees who believe that their work, or an aspect of it, is impacting negatively on their wellbeing (e.g., environmental, intellectual, occupational, etc.), are encouraged to speak to their line manager or the Human Resources department at the earliest opportunity.

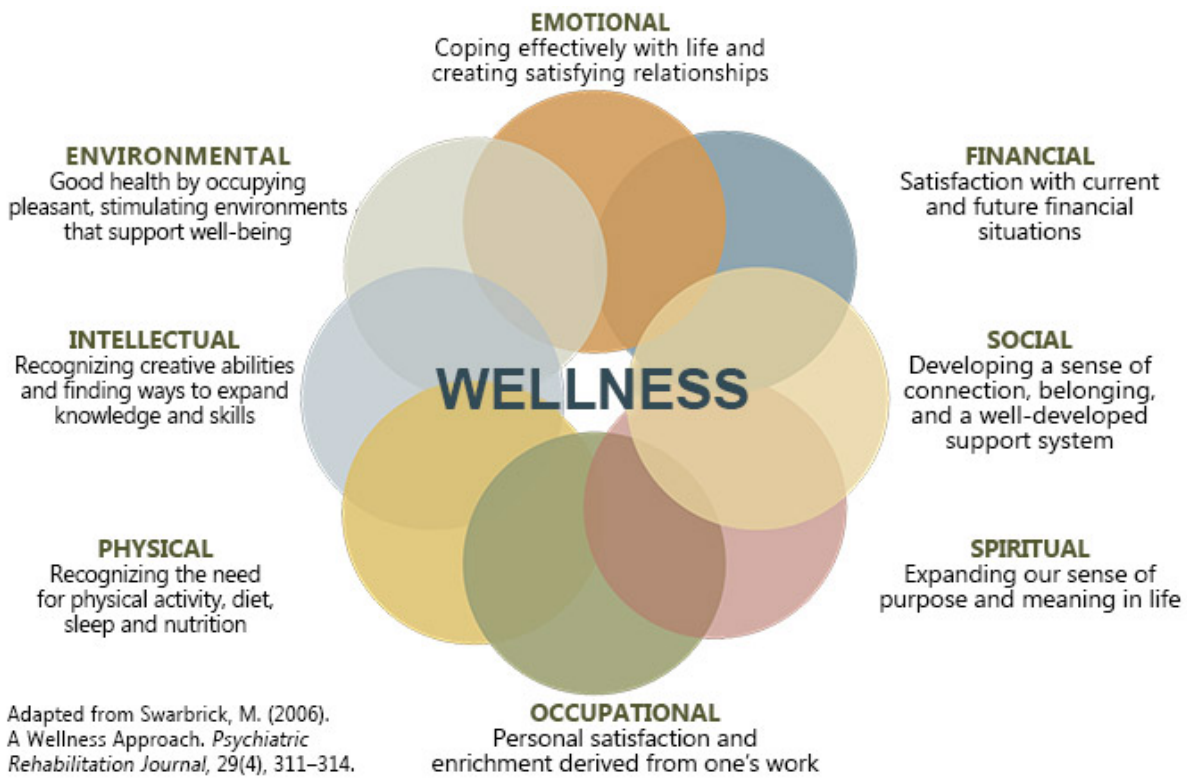
Staff are urged to be as honest and open as possible about their needs so that adjustments to the work or workplace can be explored and the right level of support provided.

Any health-related information disclosed in such discussions will be treated with the utmost sensitivity, understanding and confidentiality.

Where it is appropriate to make a referral to Occupational Health for further advice on the type of support required, this will be discussed with the staff member in the first instance. Occupational Health may also signpost employees to additional sources of help and advice as part of the referral process.

Employees requiring support with any of the 8 Dimensions of Wellness, whether work-related or not, are encouraged to speak to the HR department or their line manager for more information on the resources and support mechanisms available to them.

Appendix I – The Dimensions of Wellness



Source: <https://workplacewellnesslab.com/>

Appendix II - Health and Wellbeing Risk Assessment Form

Subject of risk assessment: i.e.role/team/individual

Name of person completing Risk Assessment: Signature: Date:

Signature of individual or representative of who/what is being assessed: Date:

This risk assessment will be reviewed on:

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
DEMANDS				
<ul style="list-style-type: none"> • Struggling to cope with workloads. • Long hours. • Improper rest and holidays being taken. • Working with demanding client group. • Inadequate staffing. 		<ul style="list-style-type: none"> • Prioritise tasks. • Look at job design and working practices. • Check leave is being properly taken. • Is work being taken home? • Cut out unnecessary work and communications. • Review workloads and staffing and enable individuals to plan their work. • Review workloads and arrive at mutually agreed and achievable deadlines. 		
<ul style="list-style-type: none"> • Inappropriately qualified for the job. • Skills not recognised - promotion prospects not fulfilled. 		<ul style="list-style-type: none"> • Make sure individuals are matched to jobs -people can be over and under qualified. • Analyse skills alongside the tasks. • Review training needs of staff, for example, when introducing new technology or systems. 		

[ITEM 03.3](#)

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
		<ul style="list-style-type: none"> • Monitor workplace policies in practice. 		
<ul style="list-style-type: none"> • Inadequate resources for task. 		Analyse requirements for any project/task: <ul style="list-style-type: none"> • equipment. • staffing. • priorities; and • deadlines; 		
The physical working environment: <ul style="list-style-type: none"> • poor temperature control. • noise. • lack of facilities for rest/breaks. • poor lighting. • poor ventilation. • badly placed or designed workstations; and/or inadequate technology provision or persistent failure of technology equipment. 		<ul style="list-style-type: none"> • Make sure workplace hazards are properly controlled. • Undertake risk assessments of workspace and significant tasks. • Encourage regular lunch breaks. • Ensure staff complete DSE assessment at least annually. • Raise working environment related concerns with Estates. 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<p>The psychological working environment:</p> <ul style="list-style-type: none"> • threat of aggression or violence; and/or • verbal abuse. 		<ul style="list-style-type: none"> • Ensure all incidents are reported and suitable controls are implemented. • Read Dignity in the Workplace Policy and Procedure. • Review training needs of individual (i.e., has individual completed training in Gender Based Violence). • Consider any individual risk factors that apply to this particular person. 		
2. CONTROL				
<ul style="list-style-type: none"> • Rigid work patterns and breaks. • Fixed deadlines occurring in different parts of the year. • Lack of control over work. 		<ul style="list-style-type: none"> • Try to provide some scope for varying working conditions and flexible work schedules (for example, flexible working hours, hybrid working). • Consult with staff to allow them to influence the way their jobs are done, what the real deadlines are and what the priorities are. 		
<ul style="list-style-type: none"> • Conflicting work demands. 		<ul style="list-style-type: none"> • Set realistic deadlines for tasks. • Take into account that individuals are different and try to allocate work so that everyone is working in the way that helps them work best, takes account of their 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
		home obligations, and makes best use of their skills. <ul style="list-style-type: none"> Encourage the development of new skills and ideas from staff at team meetings. 		
3. SUPPORT				
<ul style="list-style-type: none"> Staff do not feel supported. Lack of encouragement from management, or colleagues. A culture of blame when things go wrong, denial of potential problems. 		<ul style="list-style-type: none"> Give encouragement and support to staff even when things go wrong. Work closely with HR on strategies to address any performance concerns. Ensure people have the support they require and access to any specialist advice. Give regular constructive feedback. Be honest, set a good example, and listen to and respect others. 		
4. RELATIONSHIPS				
<ul style="list-style-type: none"> Difficult relationships with others (colleagues, manager, clients). Combative or confrontational communication styles. 		<ul style="list-style-type: none"> Ensure that relevant policies and procedures (i.e., Dignity in the Workplace, Code of Conduct) are communicated to team members. Create a culture of openness within a team where issues can be freely discussed. 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
		<ul style="list-style-type: none"> • Encourage staff to recognise and respect all team members contributions. • Consider whether training in interpersonal skills or mediation is required. • Lead by example and make it clear what behaviours are not acceptable. 		
5. ROLE				
<ul style="list-style-type: none"> • Lack of clarity about job role. • Conflicting job demands. 		<ul style="list-style-type: none"> • Set clear objectives and make sure staff are properly trained and able to carry out their duties. • Ensure good two-way communication is in place. • Ensure staff have clearly defined, up to date job descriptions. • Clearly communicate team business objectives. • Ensure new members of staff receive proper induction. 		
6. CHANGE				

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<ul style="list-style-type: none"> • Fears about job security/status. • Poor communication - uncertainty about what is happening. • Not enough time allowed to implement change. • Inexperience/fear of new technology. • Lack of skills for new tasks. • Not enough resource allocated for change process. • Other personal fears, relocation. • Dysfunctional teams following change. 		<ul style="list-style-type: none"> • Provide effective support for staff throughout the change. • Ensure messages to be communicated to staff are done so in a timely manner and sensitively. • Consult with staff likely to be affected, face to face where possible. • Maintain regular team meetings and joint reviews. • Ensure effective two-way communication throughout change. • Review team objectives and priorities of individuals after change has taken place. • Consider training needs - do people have the tools and skills to effect change? • Consider changes in teams or work environment. 		

Policy/Procedure/Strategy: Staff Wellbeing Policy

Author/Owner: Head of HR & HR Business Partners

Signature: *Nicola Quinn*

Review Due:

Department/Section: Human Resources

Date of Assessment: 12 January 2024

Date: 12 January 2024

Step 1

Aim of proposed activity/decision/new or revised policy or procedure:

- This policy outlines UHI Inverness’s commitment to creating a workplace culture which promotes physical and mental health, whilst being supportive, inclusive, and engaging, and where wellbeing is embedded across working practices.
- It aims to build resilience by enabling and empowering employees to take ownership of their own physical and mental health, recognising that additional support may be required when staff are experiencing negative effects on their health and wellbeing.
- This policy provides guidance for managers on how to manage both the physical and psychological aspects of work, and to embed wellbeing initiatives which underpin our organisational values and the 8 Dimensions of Wellness.

- New
 Revised
 Existing

Who will be affected?

Who will be consulted?

Evidence available:

This Policy applies to all staff at UHI Inverness.

- UHI Inverness Staff Wellbeing Group (and SLWG)
- All staff at UHI Inverness.
- Three recognised trade unions at UHI Inverness – EIS, GMB and UNISON.
- UHI Inverness’s EMT and Board of Management.

Step 2

Potential Positive/Negative/Neutral Impact Identified. P, N, N/I	Age	Disability	Gender Reassignment	Marriage/Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination	P	P	P	P	P	P	P	P	P
Advancing Equality of Opportunity	P	P	P	P	P	P	P	P	P
Promoting Good Relations.	P	P	P	P	P	P	P	P	P

Step 3

Sustainability	
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Step 4

No Action to be taken

Summary of EIA Outcome – please tick

- No further action to be carried out
- Amendments or changes to be made
- Proceed with awareness of adverse impact
- Abandon process – Stop and Rethink

Please forward completed EIA forms to the Quality Unit

UHI | INVERNESS

Subject/Title:	Revenue Budget 2024/25
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Board of Management
Meeting Date:	25 June 2024
Date Paper prepared:	18 June 2024
Brief Summary of the paper:	To present the revenue budget for 2024/25 to the Board of Management for approval, having been recommended for approval by the Finance & General Purposes committee at its recent meeting on 13 June 2024.
Action requested: [Approval, recommendation, discussion, noting]	Recommend to Board for Approval

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	Complying with Funding parameters Financial sustainability
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:

Risk implications:	Yes If yes, please specify: Financial Operational		
Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
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

Recommendation

That members of the Board of Management approve the College 2024/25 revenue budget.

Purpose of report:

To present to the Board of Management the revenue budget for the year to 31 July 2025 and recommend it for approval, having been recommended for approval by the Finance & General Purposes committee on 13 June 2024.

Background

The annual revenue budget is prepared each year, and is presented to the Finance & General Purposes committee and then, if recommended for approval, is presented to the Board for approval by the 31 July of each year and prior to the commencement of the new financial year.

The revenue budget for 2024/25 has been set in the context of an extremely challenging financial environment, with a number of factors continuing to severely impact the financial sustainability of the college sector:

- National Bargaining pay increases – the 3 year pay offer for both academic and professional staff (professional staff have now accepted their pay offer) is significantly above college budget levels and historic budget levels and there is no funding provided by SFC/ SG for these additional costs, unlike other areas of the public sector.
- The flat funding forecast for SFC funding over the coming 5 years to 2028, which severely limits the capacity of the college sector in future years.
- Inflationary increases in non-staff costs across all areas, but especially in materials, energy and general contracts.

However, there are also opportunities for the college over the coming year and beyond and these are set out on page 4 of the report.

Executive Summary

The budget preparation exercise commenced in March 2024. This has involved staff budgets being prepared for all cost centres and sent out to budget holders for review, with further meetings taking place with the curriculum leaders to finalise staffing budgets and aligning them to the curriculum plan for 2024/25. It should also be noted that some grant figures from UHI are draft at the time of writing the report.

All budget holders were involved in the budget process, with meetings held to discuss budget figures and inputting into the budget process in relation to the cost centres they are responsible for.

The Executive Management Team were also given the opportunity to review the budget and input into key areas.

The budget operating deficit for 2024/25 is £753,499, compared with a budget deficit of £418,274 in 2023/24. The main reasons for the increase in deficit are noted below:

- An increase in staff costs of £1.328 million compared to the 2023/24 budget, due to the forecast NB increases for cost of living rises for both academic and professional staff.
- Forecast reduction in commercial income of £295,000 due to loss of the flexible workforce development funding (FWDF) from SFC.

- The increase in staff costs above is offset by:
 - The forecast increase in Scottish Funding Council (SFC) FE grants in relation to pension contribution increases- £250,000
 - The forecast increase in HE teaching grant of £313,000, due to forecast additional HE fte, mainly from graduate apprenticeships.
 - The forecast increase in tuition fees of £161,000 compared to the 2023/24 budget, due to higher HE fte forecast numbers.
 - The forecast increase in MA income of £250,000 in relation to additional MA numbers awarded by SDS.

Committee members should be aware that incorporated colleges should seek to set a balanced budget each year. However, the public sector finances for the next five years show flat funding for the Scottish Funding Council, and this will inevitably have a severe impact on the colleges financial sustainability. The SFC Financial Forecast return for 2024 provides the following guidance:

- *Institutions should aim to achieve a balanced budget each year. Where a deficit is forecast in any year, institutions must work towards bringing income and expenditure back into balance over the forecast period.*

Given the above forecast budget deficit for 2024/25, plans are being put in place to draft a revised financial strategy for the college and the completion of the SFC Financial Forecast return. The key element within the strategy will be a plan to move the college from its current forecast budget deficit to a financially sustainable position of at least break-even by the end of 2026/27. This will be achieved through a variety of measures, which are set out below:

- The college is currently forecasting to be above its FE target, both in 2023/24 and for 2024/25, in terms of the curriculum plan. Ongoing discussions with SFC have been taking place regarding additional FE credit funding being reallocated from the FE sector to the college. The amount of reallocation is still unclear and will not happen until 2025/26. However, a reallocation of 1,000 credits, which would be 3.5% of our overall credit total, would generate an additional £370,000 in FE teaching grant, with only a small increase in costs.
- For HE activity, although the traditional HE fte numbers are slowly increasing from the low levels seen during covid, there has been and forecast to be increases in graduate apprenticeship (GA) numbers. For 2024/25, application numbers are positive and so in addition to the current forecast numbers, the college could achieve an additional 50 HE ftes through additional GA's applications. This HE growth can currently be funded as there is spare funding capacity with the UHI partnership at the moment, with HE numbers currently being below the SFC funded level.
- Within staff costs, as noted above, there has been considerable work undertaken to review and adjust curriculum staffing to ensure it is in line with the curriculum plan for 2024/25. The college will also continue to review fixed term contracts, as well as any current vacancies and retirements, which could lead to additional savings in staff costs during the coming year.
- There continues to be work across all areas of the non-staff costs budgets to make savings, with work being carried out by procurement to increase the use of APUC frameworks.
- Within the UHI 2024 project, there is ongoing work related to partnership wide shared services across all the professional services and this has the potential to reduce professional services staff costs in the coming years.

- There continues to be discussions around the UHI EO top slice within the UHI 2024 project and the view that it continues to be too high and is diverting FE and HE teaching grant funding which would directly benefit the student experience. Currently, the FE top slice is £0.6 million and the HE top slice is £3.2 million.
- In terms of the research activity, there is a reduction in research grants of £92,000 compared to 2023/24, however expenditure has also decreased, and overall, research are currently budgeting for a small surplus. This will be closely monitored during the year to ensure any variances are dealt with as early possible.
- It is still unknown whether SFC will clawback FE and HE grant funding for 2022/23 or 2023/24. If there is no/reduced clawback by SFC, this will potentially provide an additional increase to the overall UHI partnership income in 2024/25.

The benefit of moving from an operational deficit position to a break-even position over a 3 year period is that it allows the forecast growth in a number of different areas to continue and does not adversely impact on the capacity of the organisation to enable it to do so. As mentioned above, there is potential growth in a number of areas, including FE credits, HE fte's, GA's, MA's, research commercial & project income and potentially other areas as well.

External Audit 2022/23 Update

Deloitte

The financial statements are almost complete, however further work is required to be undertaken by Deloitte on the triennial pension valuation of the LGPS through Highland Council. This is due to the triennial valuation being produced in March 2024 and so Deloitte have had to include it in their audit work. As far as we are aware, there are no other matters to be resolved and so once this has been completed, the accounts can then be signed off. However, at present, we are not sure when this will be, with Deloitte not providing a planned completion and sign off date until this work is completed.

In terms of the 2023/24 external audit, Deloitte have confirmed that they are not going to be performing any of our planning work for the 2023/24 audit until the 2022/23 audit is concluded. Once that is completed, they will then move onto planning the 2024/25 external audit and will issue an audit plan most likely to the September 2024 audit committee.

Audit Scotland

Audit Scotland contacted the college in April 2024 regarding the letter of complaint they received from Vicki Nairn, Vice-Principal of the University of the Highlands and Islands, writing on behalf of the five UHI colleges. The complaint is primarily about the continuing delay to completing the audit of the five colleges' 2022/23 accounts.

In the email from Audit Scotland, they said that they would initially meet with Deloitte and then meet with the college in May 2024. Following their meeting with Deloitte, Audit Scotland sent an email to the college which set out the reasons for Deloitte requesting additional fees for our audit, which are noted below:

- Significant adjustment to the valuation of assets for sale following a sale post-year end
- Triennial valuation
- Lack of delivery and poor quality of deliverables

The college has not received any request from Deloitte for additional fees at the time of writing this report.

The college subsequently met with UHI EO and Audit Scotland, where this issue was discussed, as well as the delays to the audits of the other UHI colleges. At this meeting, Audit Scotland were asked to request completion dates for all five UHI colleges from Deloitte.

OSCR

The college has written to OSCR to inform them of the delay in completion of the college accounts and therefore a delay in the college submission, by 30 April 2024, of our annual return. OSCR noted our communication but again stated the following:

- OSCR are unable to grant an extension to the deadline date for the submission of your charity's annual return and accounts. If we receive the charity's annual return and accounts late, we will process them but the annual return submission history on the Register will show the year's submission was received late.

They have also sent another reminder email to the college, which states the following:

"You **must** submit your charity's annual accounts now. The charity's [Scottish Charity Register](#) entry now shows that its accounts are **overdue**. This may impact on your charity's reputation, access to funding and donations.

Charities have specific duties under the Charities and Trustee Investment (Scotland) Act 2005 ("the 2005 Act") to maintain financial records, prepare annual accounts and submit them to OSCR on time. It is the responsibility of all the charity trustees to make sure that these requirements are met. The 2005 Act requires you as charity trustees to act with care and diligence when managing the affairs of the charity. Failure to comply with these duties under the 2005 Act is misconduct and OSCR has powers to take action against charity trustees, where appropriate.

What happens if you fail to submit accounts:

Following the introduction of new powers on 1st April 2024, OSCR may give a charity notice of its intention **to remove the charity from the Scottish Charity Register** when:

1. a charity has failed to send a copy of its statement of account to OSCR in pursuance of section 44 of the 2005 Act,

2. the time by which the statement was due to be sent to OSCR has passed,
3. a charity has not responded to communications from OSCR in respect of the failure; and
4. a statement of account has not been prepared, and is not being prepared, under section 45 of the 2005 Act.

If your accounts are not submitted and you do not contact us, a notice of intention to remove the charity from the Scottish Charity Register under section 45A(2) of the 2005 Act may be issued.”

Appendix 1

1. Draft figures for the main FE teaching grant funding have been received. They are as follows:

2024/25	£9,776,277	Credit Target	26,442	Average	£370
2023/24	£9,758,006	Credit Target	26,442	Average	£370

The FE Credit target is the same as 2023/24 at 26,442 credits. The total SFC FE grant is £10.148million, which includes the additional SFC grant for pension contributions of £250,000.

The SFC Job Evaluation funding is only included in outturns towards the end of the year and there is a corresponding amount included within staff costs outturns.

Other Funding – in previous years, this has covered various grants including mental health, counselling, digital learning and sanitary products. However, there is no funding in the budget for 2024/25 for these at present.

The annual estates maintenance funding from the SFC for FE has decreased compared to 2023/24, from £106,857 to £104,279.

2. The SFC HE RAM grant for 2024/25 is noted below:

2024/25	APC 1,319 HE FTE	Budgeted £5,291,000
2023/24	APC 1,418 HE FTE	Budgeted £5,216,000

The College had a target of 1,321 FTE (Full Time Equivalent Student Numbers) in 2023/24 and is projected to deliver 1,270 in 2023/24. The APC target for 2024/25 has been set at 1,319 FTE, with an additional 75 graduate apprenticeship places, making an overall total of 1,394 FTE.

MicroRam data is based on 2023/24 budget and £0 has been budgeted.

PGDE funding and other UHI funding is still to be finalised at the time of writing the report. Research Funding covers both Research Excellence Grant (REG) and University Innovation Funding (UIF). The final funding figure for REG for 2024/25 is £130,030, a decrease of £3,405 from the 2023/24 figure of £133,435. At present, we do not have the UIF allocation for the college.

3. Tuition fees - FE fees budget is based on income in the ledger at present. The HE fees budget is based on delivering 1,321 UGT FTE, plus 75 graduate apprentices. Overseas fees are based on the outturn for 2023/24. Overall, the fees budget is £3,038,450, £161,323 or 5.6% above the 2023/24 budget figure.
4. Other Grant Funding – these are mainly research related and based on project income and PHDs in post. Overall, there is a decrease of £92,164 to £1,332,090, due to a reduction in forecast research grants and commercial income. Detailed work has been carried out in reviewing other grants and estimates, based on projects in the system.
5. Refectory and training restaurant Income – the budgeted income for the refectories assumes a reduction in events income, with the total income budget being £591,000, compared to £653,700 in 2023/24.
6. SDS Income – overall, this is forecast to be £368,000 higher than the 2023/24 budget, due to the additional 104 MA places from SDS.
7. Commercial Income – the decrease in commercial income is due to there being no Flexible Workforce Development Funding (FWDR) allocated by SFC for 2024/25. The budget figure for 2024/25 is £147,500, compared to £442,500 in 2023/24, a decrease of £295,000.
8. Miscellaneous Income – overall, an increase in the forecast miscellaneous income for 2024/25, increased from £515,480 to £592,740, an increase of £77,260.

9. Unitary Charge funding is based on amounts being paid in respect of this.

10. Staff costs - detailed work has been carried out on staff cost budgets, with work being carried out to align staff costs with the curriculum planning document for 2024/25. The staff costs budget is higher than the 2023/24 staff costs budget by £1.3 million. This is due to the 3 year pay deal for both academic and professional staff of £5,000 over the 3 years from 2022/23 to 2024/25. It also includes an increase in SPPA employers pension contributions, which is partly offset by a decrease in LGPS employers contributions.

11. Premises costs – overall they have reduced by £28,000, with the main changes being:
Energy costs – increase in energy costs of £16,000 compared to the 2023/24. Work is continuing to review the operation of the building management system (BMS) to reduce energy consumption within the building.
Rates and water – non-domestic rates have decreased, due to the sale of the Longman building and following a revised application, a reduction in NDR to zero for Burnett Road.
Cleaning costs – forecast reduction in 24/25 budget due to cleaning contract budget being lower than estimated compared to the 2023/24 budget.

12. Other operating costs – overall, other operating costs have decrease by £231,000, mainly due to a reduction in consultancy & legal fees.

Risks Upside

- With interest rates still at historically high levels, investment income is higher than budgeted, which will continue into the second half of 2024, before decreasing due to the forecast reduction in interest rates later this year.

Risks Downside

- The HE target may be challenging, although current forecast admission data at present show an increased rate compared to previous years.

- If the costs of Job Evaluation are greater than funding received from SFC, then the College will have a further pressure.
- The recent public sector final budget for the college sector for 2024/25 and flat funding for the Scottish Funding Council for the next five years.

Student Support Budget

Student Support funding is not part of the main college accounts. The College receives funding from the Scottish Funding Council (SFC) which is specifically for this purpose of Student Support. If there is an underspend on funding received, this is reimbursed to the SFC. Any such underspend cannot be used to support a deficit position in the College's main accounts. HE Hardship funding parameters are estimated. Overall, the FE student support funding has reduced to £2,197,205, compared to the 2023/24 allocation of £2,588,946, a reduction of £391,741. The reduction has been applied to all colleges in Scotland and is reflective of overall current spend levels.

Strategic

For the year ended 31 July 2025, an operating deficit of £753,000 is forecast, mainly due to the higher staff costs due to cost of living increases through NB and the removal of FWDF by Scottish Government. For the three years beyond 2024/25, with flat SFC funding and potentially high cost of living increases, the college will have difficulties maintaining its financial sustainability.

However, as noted above, the college is currently working on a revised financial strategy, with the aim to work towards making the college financially sustainable within 3 years.

Other Comments

The SFC have recently sent out the request for the College Financial Forecast return for 2024, which is due to be completed by and returned to the SFC by 30 June 24. This will be based on the 2023/24 forecast figures and the approved budget for 2024/25.

INVERNESS COLLEGE
YEAR ENDED 31 JULY 2025
BUDGET 24-25 INCOME AND EXPENDITURE ACCOUNT

ITEM 07.2

	Note	Revised Draft Budget 31-Jul-25 £	Budget 31-Jul-24 £	Variance £	
Income					
Scottish Funding Council FE Grants	1	10,148,000	9,885,000	263,000	FE TG same as 23/24 & credit target the same, plus £250k SFC SPPA funding
UHI	2	6,324,580	6,010,788	313,792	Based on He fte target of 1,319, plus additional 75 HE fte's, mainly GA's
Tuition Fees	3	3,038,450	2,877,127	161,323	Increase in HE fte
Other Grants - Research	4	1,332,090	1,424,254	(92,164)	Down in 24/25 compared to 23/24 by approx £92k, reduction in project income
Refectory and Training Restaurant	5	591,000	653,700	(62,700)	Reduced due to events income reduced, partly offset by reduction in costs.
SDS	6	2,099,400	1,731,307	368,093	Includes additional 100 MA's income
Commercial	7	147,500	442,500	(295,000)	Reduction due to no FWDF in 24/25 - impact of £280k
Miscellaneous	8	592,740	515,480	77,260	Higher, based on 23/24 forecast
Unitary Charge	9	4,903,884	4,903,884	-	
		29,177,644	28,444,040	733,604	
Staff Costs	10	19,553,731	18,225,593	(1,328,138)	As per NB agreement for 22/23,23/24 & 24/25, plus addit pension contribution
Other Costs				0	
Premises	11	1,935,590	1,963,771	28,181	Saving in NDR
Other Operating Costs	12	7,741,822	7,972,950	231,128	Reduction in consultancy & legal costs
		29,231,143	28,162,314	(1,068,829)	
Cash Position		(53,499)	281,726	(335,225)	
NPD Capital		(897,592)	(897,592)	0	
Cash Position after repaying loan capital		(951,091)	(615,866)	(335,225)	
Non RDEL					
Deferred Grant Release		300,000	300,000	0	
Depreciation		(1,000,000)	(1,000,000)	0	
		(700,000)	(700,000)	0	
Operational Deficit		(753,499)	(418,274)	(335,225)	

UHI | INVERNESS

Subject/Title:	Capital Budget – 2024/ 2025
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Board of Management
Meeting Date:	25 June 2024
Date Paper prepared:	18 June 2024
Brief Summary of the paper:	To present the capital funding budget for 2024/25 for both FE and HE capital grants for approval.
Action requested: [Approval, recommendation, discussion, noting]	Approval

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	Complying with Funding parameters Financial sustainability
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Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:		
Risk implications:	Yes If yes, please specify: Financial Operational		
Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
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

Recommendation

That members of the Board of Management approve the College 2024/25 capital budget.

Purpose of report

To present to the Board of Management the capital budget for 2024/25 and ask that it approves the budget, following it being recommended by the Finance & General Purposes committee on 13 June 2024.

Background

There is an annual capital budget prepared each year and this is then presented for approval by the Board by 31 July of each year and prior to the commencement of the new financial year.

Executive Summary

The capital budget parameters are slightly different from the revenue budget. The revenue budget has a year-end of 31 July, whereas the capital budget has a year-end of 31 March and therefore must commit to spend the full grant by 31 March and pay invoices by 31 July each year.

Information on the allocations is given in appendix 1 of this report. These cover FE Lifecycle Maintenance, FE Backlog Maintenance; HE Capital; and SFC BIS (Research monies).

1. FE Lifecycle Maintenance - £104,279. This is reduced from the 2023/24 allocation of £106,857 This has in previous years been used to fund repairs to buildings and IT hardware costs. At present this has been included in the Revenue Budget to support Estate Maintenance and IT Hardware spend, however, SFC have now indicated that this should only be used for capital expenditure in 2024/25.
2. FE Backlog Maintenance £8,018. This is the same as the 2023/24. This should be spent on issues raised from a SFC exercise and review of college estate for the whole college sector over five years ago.
3. HE Capital funding £32,985. This grant has decreased by £4,249 or 11% from £37,234 in 2023/24. The SFC guidance states that this grant should only be spent on property capital.
4. BIS funding £22,419 – this funding is Research orientated for buildings or equipment. The College still awaits final confirmation of this from the Scottish Funding Council via UHI Executive Office.

Work will now be undertaken to plan and prioritise the capital spend.

INVERNESS COLLEGE

Appendix 1

CAPITAL BUDGET TO 31 JULY 25

	FE Lifecycle Maintenance £	Total £	HE Capital £	FE Backlog £	Sub Total £		BIS Research £	BIS Total £	
2024-25	<u>104,279</u>	<u>104,279</u>	<u>32,985</u>	8,018	<u>41,003</u>	*	<u>22,419</u>	<u>22,419</u>	41,003
2023-24	<u>106,857</u>	<u>106,857</u>	<u>37,234</u>	8,018	<u>45,252</u>		<u>22,419</u>	<u>22,419</u>	45,252
2022-23	<u>106,857</u>	<u>106,857</u>	<u>159,775</u>	8,018	<u>167,793</u>		<u>23,341</u>	<u>23,341</u>	167,793

Notes SFC BIS research grant not yet confirmed by UHI EO, estimate only.

Board of Management

Subject/Title:	FE and HE Fees 2024/25
Author:	Niall McArthur, Director of Finance & Estates
Meeting:	Board of Management
Meeting Date:	25 June 2024
Date Paper prepared:	18 June 2024
Brief Summary of the paper:	To present the FE and HE fees for 2024/25 to the Board of Management, the FE fees are for approval and the HE fees are for noting.
Action requested: [Approval, recommendation, discussion, noting]	Approval/ 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	Financial Sustainability
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:
Risk implications:	Yes If yes, please specify: Financial Operational

Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
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

Recommendation

That members approve the FE fees for 2024/25 and note the HE fees for 20024/25, as these are set by UHI.

Purpose of report:

To present the FE and HE fees for the year 2024/ 2025 and ask the Board of Management members to approve the FE fees and to note the HE fees, which are set by UHI.

Background

Under the Financial Memorandum between Inverness College and UHI, the college must set FE tuition fees on an annual basis, with HE fees being set and approved by UHI. The FE fees have been approved by the Finance and General Purposes Committee at their recent meeting and now require to be approved by the Board of Management before the beginning of the next academic year.

FE and HE Fees for 2024/25FE 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 2024/25, at present, the current inflation rate is 4%, with the inflation rate forecast to fall to 2% by the end of 2025. Therefore, the proposal is to increase FE fees by 3%, the mid-point of the current level of inflation and the forecast rate at the end of 2025. 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 on a Full Cost Recovery Basis by the Business Solutions Team or Teaching Departments on a course by course basis.

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

ITEM 09.1

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, which is 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 2024/25, 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.

UHI | INVERNESS

DRAFT Tuition Fees & Charges 2024/25

Further Education		Fees for 2024/25	Fees for 2023/24	Increase in Fees from 2023/24	Comments
SVQ (Scottish Vocational Qualification) & NQ's (National Qualifications NC)					
Full-time per year - Scottish Students		£1,844	£1,790	£54	
Full-time per year RUK Students		£6,149	£5,970	£179	
Full-time per year International including EU Students		£6,149	£5,970	£179	
Part-time - per NC single credit unit - Scottish Students		£126	£122	£4	
Part-time - per NC single credit unit - RUK Students		£500	£485	£15	
Part-time - per NC single credit unit - International including EU Students		£500	£485	£15	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor)		£161	£156	£5	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor) RUK & International Students		£538	£522.50	£16	
				£0	
Highers, National 4 & 5- Scottish Students		£371	£360	£11	
Highers - RUK & International		£1,499	£1,455	£44	
Department Specific Courses					
NHC - Energy, Technology & the Built Environment					
NC Engineering & SVQ Level 2 Performance Engineering Operations		£3,214	£3,120	£94	
SVQ Level 2 Performance Engineering Operations only		£1,844	£1,790	£54	

	Fees for 2024/25	Fees for 2023/24	Increase in Fees from 2023/24	Comments
Care Sections - IC & NHC - Fees are with Fiona Skinner to consult with Academic Partners				
CPD Leading & Managing Care Services	£1,063	£1,032	£31	
PDA Health & Social Care Administration of Medication	£177	£172	£5	
PDA Health & Social Care Supervision	£290	£282	£8	
PDA Internal Verification of Workplace Assessment Level 8	£567	£550	£17	
PDA Medical Administration - 8 Credits - over 2 years	£354	£344	£10	
PDA Mental Health Peer Support 2 Credits	£259	£251	£8	
PDA Promoting Excellence in Dementia Skilled Practice	£397	£385	£12	
PDA Workplace Assessment Using Direct & Indirect Methods	£567	£550	£17	
SVQ 4 Care Courses - with an Assessor - Course Fee	£2,163	£2,100	£63	
SVQ Level 2 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support	£216	£210	£6	
SVQ Level 2 (6 SVQ units) - All Care Courses - Course Fee - with Assessor	£964	£936	£28	
SVQ Level 3 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support	£216	£210	£6	
SVQ Level 3 (8 SVQ units) - All Care Courses - Course Fee - with Assessor	£1,285	£1,248	£37	
SVQ Level 4 - Health & Social Care - Additional Fee if not completed within 18 months, 3 months extra support	£216	£210	£6	
Business - IC & NHC				
PDA Book Keeping	£354	£344	£10	HE Fee set by UHI - IC do 4 credits
PDA Information Technology in Business	£266	£258	£8	HE Fee set by UHI - Only 3 credits
PDA Office Administration - 4 Credits	£354	£344	£10	
ESOL - IC				
ESOL Advanced	£817	£793	£24	
ESOL Advanced - International	£3,297	£3,201	£96	
ESOL Lower Elementary - Upper Elementary	£613	£595	£18	
ESOL Lower Elementary - Upper Elementary International	£2,460	£2,388	£72	
IELTS Exam Preparation - ESOL Students	£155	£150	£5	

	Fees for 2024/25	Fees for 2023/24	Increase in Fees from 2023/24	Comments
Forestry - IC				
PDA Forestry Operation - 7 Credits	£620	£602	£18	
Construction and Built Environment				
PDA Bricklaying - 8 Credits	£709	£688	£21	
PDA Carpentry & Joinery - 8 Credits	£709	£688	£21	
PDA Painting & Decorating - 7 Credits	£620	£602	£18	
Hair Department				
SVQ 2 Barbering (Evening - price over two years, charged on a yearly basis)	£1,182 no fee, but occasional adj needed	£1,148 no fee, but occasional adj needed	£34	
SVQ 2 Barbering (module fee) - full course 8 credits			£0	
Other				
ESA Education Support Assistance - 9 x NC Credits	£1,131	£1,098	£33	
Counselling year 1	£443	£430	£13	
Counselling year 2	£886	£860	£26	
Counselling year 3	£1,324	£1,285	£39	
Commercial Courses NHC BDU/IC Business Solutions				
To be costed at Full Cost Recovery by Business Solutions and Finance to be advised of costs for each course to set up the Fee side of SITS				

Subject/Title:	KPI Report
Meeting and date:	Board of Management, 25 June 24
Author:	Martin Whyte, Operations and Commercial Manager
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 performance measures year to date as at period 10 May 2024.

Main body of information

The KPI RAG report for period 10, May 24 accompanies the paper and presents performance for each measure against the year-to-date target profiled for the period.

Thirty-six measures are in scope year to date.

Twenty-four measures are satisfactory (Green), ten unsatisfactory (Red), two marginal (Amber), while two measures (GA and Senior Phase enrolments) are being benchmarked this year and have no target.

All in-scope Core FE/HE Output measures are commented upon below with detail provided for remaining measures if they have come into scope, have deteriorated, or notably improved since the last report to F&GP/Audit as at period 9. Some measures are reported in detail to the respective board committee, the narrative for these measures will reflect that.

Comments on specific performance measures

HE Active Applications. Serial 1. RAG RED 89.9%. HE active applications have reduced since the last period. In that time the level of Active Acceptances has increased which is positive in terms of expected HE FTE and reflects admissions and curriculum teams reacting promptly to applications. MIS Manager report will reflect the up-to-date position.

FE Active Applications. Serial 2. RAG GREEN 106.9%. FE applications have increased by 147 since the end of period 9. MIS Manager report will reflect the up-to-date position.

FE Credits. Serial 3. RAG GREEN 102.1%. We have achieved our annual SFC Credits threshold. The MIS Manager report will reflect the up-to-date position.

Apprenticeship starts (contract year). Serial 4. RAG AMBER 96.5%. 10 new starts recorded in May. New SDS contract year has commenced, and 2024-25 contract performance measures will come into play. RAG will improve.

Apprentices in Learning (average in year). Serial 5. RAG GREEN 102.6%. 667 average apprentices in learning over the year.

Apprenticeship Income (excluding T&A). Serial 6. RAG RED 88.5%. £125k added in May 24. Total over £1m YTD with further claims to be submitted in final periods. New contract year in place, income will resume as reviews and qualifications are achieved.

FWDF Income. Serial 7. RAG GREEN 211.4%. Final tranche of FWDF payments drawn down in 24-25.

Commercial Short Course Income. Serial 8. RAG GREEN 105.4%. Commercial income has slowed in period 10 – staff availability has impacted ability to provide electrical and gas/oil courses in the period. Further courses of this type have not been scheduled for the remainder of the AY. Other external facilitated commercial courses will continue.

HE Enrolments (head count). Serial 9. RAG GREEN 100.1%. Met target of individual student heads enrolled to HE programmes. Overall FTE remains below the target. Further information in MIS Manager's report.

HE Enrolments (year one starts). Serial 10. RAG GREEN 104%. Exceeded target for new 'year 1' HE starts. Positive for continuing student numbers, however per serial 9 – a proportion are part-time and therefore FTE figure is impacted.

HE PPF FTE. Serial 11. RAG RED 88%. 1,248 FTE against target 1,418. No change since the last report. Full data available from the MIS Manager's report.

Research Income Less Expenditure. Serial 12. RAG RED 65.8%. The net position as at the end of May is within the year end objective of £150k deficit. However, approximately 75% (£150k) of income from a payment received for a new contract is to be deferred to FY24/25.

Student Satisfaction & Engagement Survey (SSES). Serial 20. RAG AMBER 96.8%. Targeted 95% student satisfaction, actual result was 92%. Slight decrease from previous year (93%). Detailed analysis of the result has been carried out and data shared with respective schools and departments. Despite the slight reduction, 92% is a very good result.

SSES % Response Rate. Serial 24. RAG GREEN 103.6%. Objective 55% response rate, monitored by Education Scotland. Actual response rate 57%, our best to date. Increased responses lead to a larger donation to the charity partner chosen by the students. Good

work by a wide range of staff ably coordinated by Quality colleagues to ensure that SSES receives the necessary focus.

Modern Apprenticeship successful outcomes. Serial 32. RAG GREEN 99.4%. Benchmark is 65%, report as at end of May 64.6%. Additional resulting and successful outcomes will occur in June.

Student FTE vs Academic Staff Ratio. Serial 45. RAG RED 90.4%. Objective 24:1, actual 21.7:1 based on 17 SFC Credits per 1 FE full-time student plus HE FTE from reporting system. Had we achieved HE recruitment, the ratio would have been 23:1.

Lecturer utilisation % (% of deployable hours). Serial 46. RAG GREEN 99.8%. Actual class contact 79.8% versus objective 80%. Improved record keeping and process improves analysis.

% of Staff Completed Mandatory IHASCO Trg. Serial 49. RAG GREEN 100.8%. Measure has been achieved for the first time this YTD. Percentage is 80.7%, so improvement is still possible. However, good to see progress.

CO2 Emissions on Utilities. Serial 60. RAG RED 116.3%. 74 tonnes over objective YTD which is an improvement of 12 tonnes (was 86 tonnes) against the previous period. HS&S and Estates will continue to work with GTFM and colleagues to reduce output. HS&S Manager has confirmed that as the measure relates to tCO₂e on utilities, the data covers all of Scope 2 emissions and the majority of our Scope 1 emissions.

% Waste sent to landfill. Serial 61. RAG GREEN 77%. Objective of no more than 15% of total waste is sent to landfill. Quarterly report provided by waste management partner (NRS) indicates that 11.6% of our waste went to landfill. Pleasing result with room for improvement which the HS&S, Estates and college sustainability group will continue to focus on.

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

Performance Measures

AY: 2023-2024

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2023
Today	19 Jun 2024
Period Month	May
No.Periods YTD	10

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

Measure		Measurement Frequency	2022/23 Actual	2023/24 Target	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1334	1,500.0	1,425	1,281	89.9%
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2049	2,300.0	2100	2,244	106.9%
3	FE Credits	Monthly	30569	26,657	26,000	26,555	102.1%
4	Apprenticeship starts (contract year)	Monthly	385	280	255	246	96.5%
5	Apprentices in Learning (average in year)	Monthly	651	650	635	667	102.6%
6	Apprenticeship Income (excluding T&A)	Monthly	£1,248,012	£1,348,050	£1,163,883	£1,029,663	88.5%
7	FWDF Income	2 monthly	£294,495	£150,000	£150,000	£317,153	211.4%
8	Commercial Short Course Income	Monthly	£137,191	£129,996	£108,330	£114,164	105.4%
9	HE enrolments (head count)	Monthly	1,986	1,986	1,986	1,987	100.1%
10	HE enrolments (year one starts)	Annual	523	670	670	697	104.0%
11	HE PPF FTE (from Oct)	Monthly	1,251.8	1,418.0	1,418.0	1,248.0	88.0%
12	Research - Income less expenditure	Biannual	£195,223	£150,000	£150,000	£98,730	-65.8%
13	GA Programmes - New Enrolments (confirm monitoring period) (23/24 benchmark yr)	Monthly				92.0	
14	Senior Phase Enrolments (23/24 benchmark yr)	Annual				667.0	
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.3%	96%	96.0%	96.0%	100.0%
20	Student Satisfaction & Engagement Survey (SSES)	Annual	93.0%	95%	95.0%	92.0%	96.8%
23	ESES % Response Rate	Annual		55%	55.0%	63.3%	115.1%
24	SSES % Response Rate	Annual		55%	55.0%	57.0%	103.6%
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	61.0%	65%	65.0%	64.6%	99.4%
33	FE progression to further FE study	Annual	33.8%	35%	35.0%	37.1%	106.0%
34	FE progression to HE - actual	Annual	10.0%	35%	35.0%	30.0%	85.7%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	83.0%	91.7%	91.7%	99%	108.4%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	77.0%	91.7%	91.7%	96%	104.7%
40	Sickness levels	Quarterly	2.80%	2.52%	2.70%	3.17%	117.4%
41	- Short Term	Quarterly				1.62%	
42	- Long Term	Quarterly				1.54%	
43	% Staff turnover	Quarterly	2.37%	3.35%	3.47%	2.55%	73.4%
44	PRD completion - full or review	Quarterly	84%	100%	50%	37%	73.8%
45	Student FTE:Academic Staff Ratio	Annual	22.8	24	24.0	21.7	90.4%
46	Lecturer utilisation % (% of deployable hours)	Annual	85.1%	80.0%	80.0%	79.8%	99.8%
47	Number of workplace injuries	Monthly	26	26	24	138	575.00%
48	Number of RIDDOR reportable accidents and illness	Monthly	1			3	
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	86%	80%	80.0%	80.7%	100.8%
58	Analysis of aged debtors > 90 days	Quarterly		50.0%	50.0%	8.1%	16.2%
59	Room Occupancy - Frequency %	Monthly	19.0%	35.0%	35.6%	37.8%	106.1%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	553	553	499	526	105.3%
61	% waste sent to landfill	Quarterly	70.0%	15%	15.0%	11.6%	77.0%
62	Estates reactive task completion rate %	Monthly	96%	95%	95%	94.1%	99.1%
63	GTFM % reactive task completion rate	Monthly	93%	92%	92%	94.1%	102.3%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	100%	100.0%	100.0%

CHI | INVERNESS

Subject/Title:	Governance Update
Author: [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	25 June 2024
Date Paper prepared:	17 June 2024
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)	

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

New Co-opted Board Member

Professor Peter Francis has recently resigned from his position as a Co-opted Board member. Date will be set for the Search & Nominations Committee to take place in September 2024 to discuss skills matrix and confirm the timeline for the process.

HR Committee

In respect of the HR Committee, and membership currently sitting at 5, I would encourage members who are currently only sitting on one Committee to consider joining the HR Committee to ensure that we meet the membership numbers laid out in our Terms of Reference.

Timeline for Principal's PRD Process

The Performance Review and Remuneration Committee met on 30 May 2024 and agreed the following timeline for the Principal's PRD process:

1. The Governance Officer will arrange an appraisal meeting for the Principal in August 2024. The Senior Independent Member (SIM) and the Acting Chair of the Board of Management will govern this appraisal meeting.
2. A PR&R Committee Meeting has been scheduled for 10.00 a.m. on 29 August 2024. An appraisal report will be brought to this Committee.
3. The Principal will report on the agreed targets at the Board of Management meeting being held on 01 October 2024.
4. A 6-month review of the PRD will be held in January 2024.
5. Following this review a PR&R Committee will be held on 27 February 2025 where the SIM will update the Committee on the progress of the Principal's PRD.
6. In July 2025, the process will begin again.

Code of Good Governance Review

The yearly review of the Code of Good Governance will be circulated to all appropriate members via JISC survey at the start of July 2024. The format of this process will be

a questionnaire which will allow members to provide an evaluation of the activities of the Board of Management which is structured around the code. Members will have until 31 August 2024 to complete this review. Board Members will be asked to express a level of agreement with a series of statements representing good governance and practice. A feedback report from this review will be available for discussion at the October 2024 Board of Management Meeting and any actions arising from it will be incorporated into our existing Board Action Plan.

Board Evaluations

The Annual Board Evaluation Process will begin at the start of July 2024. Committee members will be asked to review both the Committee Chairs and the Committees themselves via JISC Survey. Feedback from these evaluations will be available for discussion at the October 2023 Board of Management Meeting and any actions arising from these evaluations will be incorporated into our existing Board Action Plan.

Board Members are also encouraged to begin their own annual self-evaluation process and will be advised of the appropriate Chair who will be guiding them through this process. The Governance Officer will be in touch shortly to schedule appointments and circulate forms. Once these evaluations have been carried out an annual development plan for each member will be drawn up and any development needs will be incorporated into the Board Development Plan.