

**BOARD OF MANAGEMENT DEVELOPMENT PLAN  
FROM EXTERNAL EFFECTIVENESS REVIEW AND REVIEW OF THE CODE OF GOOD  
GOVERNANCE**

*Updated June 2023 following Board Review*

	RECOMMENDATION	ACTION	RESPONSIBLE PERSON	TIMESCALE	UPDATES
<b>PRIORITY ACTIONS</b>					
1	<p>To develop, in conjunction with our strategy, a comprehensive business report for each Committee. This would allow for improved accountability for College performance and would include:</p> <ul style="list-style-type: none"> <li>• Variances from agreed targets.</li> <li>• Management interventions where necessary.</li> <li>• Anticipated impact.</li> </ul> <p><i>(EER Recommendation 1) (Review of Code of Good Governance Recommendation AY 20/21)</i></p>	<p>Finalisation and approval of our 5-year strategic plan (including the addition of KPI's).</p> <p>Development of a new schedule of submissions for each Committee and a review of the Terms of Reference for each Committee this will include review of appropriate KPI's at each Committee Meeting.</p>	<p>Principal</p> <p>Board Secretary and Committee Chairs.</p>	<p>30 June 2021</p> <p>30 June 2021</p>	<p>The Principal has held consultative meetings with local MSP's, MPs, and the Chamber of Commerce. Our strategy is being updated to take account of the feedback received from these meetings.</p> <p>High level KPI measures and strategy objectives have been drafted.</p> <p>December 2021 Review:</p> <ul style="list-style-type: none"> <li>• The Strategy and KPI Matrix are to be given final Board approval on 14 December 2021.</li> <li>• A yearly schedule of submissions is now available for all Committees.</li> <li>• All Committee Terms of References have been reviewed and are to be given final Board approval on 31 March 2022.</li> </ul> <p>December 2022 Review: The Terms of References for all Committees have been reviewed with Board approval provided on 31 March 2022.</p> <p><b>Action Marked as Completed</b></p>

2	<p>The development of a more influential, learner-focused Audit Committee through review of learner-facing systems and controls. Consideration of a wider membership for the Audit Committee to include additional Co-opted Members to achieve an independent and informed opinion.</p> <p><i>(EER Recommendations 2 &amp; 3)</i></p>	<p>The Audit Committee will be reviewed during the annual Committee evaluation process. As part of this the Committee will discuss whether further additions to the Committee membership is required.</p>	<p>Board Secretary &amp; Audit Chair</p>	<p>June 2021</p> <p><b>Partially Completed – Extended to December 2023 to allow for bespoke Effective Audit Committee Training to be carried out as part of the Board Development and Training Plan.</b></p>	<p>In February 2021 we appointed a new Chair of the Audit Committee as well as a co-opted member to the Committee. The structure of the Committee was strengthened further by the addition of new board members to the Committee.</p> <p>As part of the new EMT structure the Director of Finance now has the Job Title Assistant Principal Finance &amp; Audit. This ensures a more influential role within the Committee.</p> <p>December 2021 Review: Following a further recruitment drive we are looking to appoint 4 additional Non-Executive Members to our Board of Management as well as co-opted members. A Chairs Committee will be scheduled for January 2022 to look at the skills and experience of all members of the Board of Management and we will ensure that we have the appropriate skills allocated to the Audit Committee as well as the addition of a co-opted member to the Committee.</p> <p>December 2022 Review: The review of Committee Membership was carried out on 03 March 2022. Appropriate Audit Training has been identified and the Governance Officer will liaise with this organisation in respect of the delivery of a bespoke Effective Audit Committee Training Session.</p> <p>June 2023 Review: Discussions are ongoing with On Board Training and Consultancy Ltd who will provide members with a bespoke audit training session with a date to be set for October/November 2023.</p>
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3	<p>A review of the committee structure and committee performance to ensure each of the standing committees assists the governing board in the achievement of its responsibilities</p> <p><i>(EER Recommendation 4)</i></p>	<p>A review of each Committee will be carried out to ensure alignment with the new EMT Structure as part of this review we will develop a new schedule of submissions, review the Terms of Reference, and review how our agendas are structured to ensure that the relevant KPI's are considered.</p>	<p>Board Secretary and Committee Chairs</p>	<p>June 2021</p>	<p>Following the EMT restructure we will now have two members of the EMT as leads for each Committee.</p> <p>December 2021 Review: All Committee reviews have been carried out. Yearly schedule of submissions are available for all Committees and each agenda setting meeting will now be able to consider all relevant KPI's following the approval of the KPI Matrix on 14 December 2021.</p> <p><b><u>Action Marked as Completed</u></b></p>
4	<p>Development of college senior staff to achieve the production of succinct, analytical, accountable reports with clear recommendations to the governing board.</p> <p>Inclusion of 'learner and learning implications' and 'financial health' implications into our reporting format.</p> <p><i>(EER Recommendations 8 &amp; 9)</i> <i>(Review of Code of Good Governance AY 20/21 Recommendation)</i></p>	<p>Following the completion of the restructure formal training will be arranged for all Managers on report writing.</p> <p>EMT members will be consulted on the development of schedule of submissions for each committee.</p> <p>Review of our report template and consideration of a standard template for each report along with consideration to expected length of each report.</p> <p>Development of Reading Rooms within AdminControl to allow for additional background information to be available to Board Members.</p>	<p>Principal</p> <p>Board Secretary &amp; Committee Chairs</p> <p>Board Secretary &amp; Committee Chairs.</p> <p>Board Secretary</p>	<p>June 2021</p>	<p>EMT restructure has now been completed.</p> <p>December 2021 Review:</p> <ul style="list-style-type: none"> <li>• Formal training on report writing is to be considered and discussed at the Board of Management meeting on 14 December 2021.</li> <li>• Our yearly schedule of submissions is now in place.</li> <li>• Our report template has been reviewed and updated.</li> <li>• A reading room has been developed and is now available within the Board of Management page on Microsoft Teams.</li> </ul> <p>Following discussion at the Board of Management meeting on 14 December 2021 it was agreed that training on report writing is no longer required.</p> <p><b><u>Action Marked as Completed</u></b></p>

**OTHER ACTIONS**

5	<p>Development of more and regular board creative time to support formal governing board decision making through the use of sessions to explore ways to address relevant educational and community development questions.</p> <p><i>(EER Recommendation 5)</i></p>	<p>Review of how agendas for each Committee are structured to allow for creative time to be built. Agendas to have sufficient time and space for EMT to share their thoughts with Board Members.</p> <p>Development of an annual programme to assist members to have meaningful time and dialogue with students.</p>	<p>Board Secretary &amp; Committee Chairs</p> <p>Board Secretary</p>	<p>June 2021</p> <p>August 2021</p> <p><b>Partially Complete – The Board Development Plan for AY 23/24 has been drafted but further updates are still required. The deadline is extended to December 2023 to allow for this plan to be fully finalised.</b></p>	<p>Board Members will be asked whether they would wish to participate and volunteer for the Community Garden.</p> <p>December 2021 Review: Creative time has now been built into all Committee agendas.</p> <p>An annual programme for members to have meaningful time and dialogue with the students is still to be drawn up. However, members of the LT&amp;R Committee have been able to visit the ABC Gardens and the School of Forestry as well as some Board of Management members being able to tour the campus.</p> <p>December 2022 Review: The draft Board Development and Training Plan for the Academic Year 2023-24 will be discussed at the Board of Management Meeting on 28 March 2023 with the final plan being available for Board approval at the meeting scheduled for 27 June 2023.</p> <p>June 2023 Review: The draft development plan has been discussed at the June 2023 Board of Management meeting. The Board noted that there remain some items still to be finalised but that it is expected that the plan will be in place for the beginning of the new Academic Year.</p>
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6	<p>To support the newly appointed Board Secretary and Chair of the Board of Management, to develop a programme (which may include a mentor) to assist the first year in office for them and for future role holders.</p> <p><i>(EER Recommendations 6 &amp; 7)</i></p>	<p>Mentoring programme to be developed.</p> <p>A programme of induction for both the Chair and the Board Secretary roles to be developed.</p>	<p>Board Secretary</p> <p>Board Secretary &amp; Chair of BOM.</p>	<p>30 April 2021</p> <p><b>Partially Completed – Development of induction programme for Governance Officer is being undertaken by UHI Shared Services</b></p>	<p>The Board Secretary has a mentor in place and will develop an appropriate programme to follow.</p> <p>December 2021 Review: A mentoring programme is still to be developed for the Board Secretary.</p> <p>A programme of induction for both the Chair and the Board Secretary roles is to be developed. The programme of induction for the role of Chair will be prioritised in the New Year as we will be advertising for the role of Chair.</p> <p>December 2022 Review: The Assigned Colleges Officer for UHI has begun the development of an induction process for Governance Officers/Board Secretaries. This process will be shared with all partners. When this process is ready it will be shared with the Board and the process can be adapted where necessary. Mentoring is in place for the Governance Officer.</p> <p>The Chair is subject to the same induction process as all other members with additional support provided by the Chair of Court, UHI, Chairs from within the Partnership and the Principal.</p> <p>June 2023 Review: The Board was advised that there has been no update from UHI Executive Office as to the progress being made in respect of the development of this induction programme.</p>
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7	<p>To develop strategic action plans for the following annual reports – Health &amp; Safety, Equality and Diversity, Safeguarding</p> <p><i>(EER Recommendation 12)</i></p>	<p>A review of how our strategic action plans are reported to be carried out as part of the development of our schedule of submissions</p>	<p>Board Secretary, Committee Chairs &amp; EMT</p>	<p>June 2021</p>	<p>December 2021 Review: A yearly schedule of submissions is now available for all committees. Within this submission we have included where strategic action plans are required to be reviewed and brought to Committees for consideration.</p> <p><b><u>Action Marked as Completed</u></b></p>
8	<p>Review the working relationship between the college governing board and UHI to ensure clarity, engagement, and contribution for the Inverness College governing board.</p> <p><i>(EER Recommendations 11 &amp; 13)</i></p>	<p>Links will continue to be built with the Chair of Court and the Vice Chancellor, UHI. We will remain mindful of the clear boundaries between IC governing and UHI.</p>	<p>Principal &amp; Chair of Board of Management</p>	<p>Ongoing</p>	<p>The Principal and the Chair of the Board of Management have met with the Vice Chancellor and the Principal will have a follow up meeting with him.</p> <p>December 2021 Review: The Principal and the Interim Chair of the Board of Management continue to meet and work with the Vice Chancellor and Principal of UHI and the Chair of Court.</p> <p>December 2022 Review: The Principal and Chair are continuing to work with Executive Office and partners in respect of UHI 2024.</p> <p>June 2023 Review: The Board noted that this action remains as ongoing whilst all workstreams within UHI 2024 are completed.</p> <p><b>Action remains ongoing</b></p>

9	<p>Implementation of the plan to address aspects of the Code of Good Governance. It is suggested that a review of progress is undertaken every three months to check on progress and any issues arising from implementation.</p> <p><i>(EER Recommendation 14)</i></p>	<p>The annual review of the Code of Good Governance will be included within the schedule of submissions when developed.</p>	<p>Board Secretary</p>		<p>Development actions from the review of the Code of Good Governance will be addressed within this plan.</p> <p>December 2021 Review: The Review of the Code of Good Governance is included within the yearly calendar of submissions for the Board of Management. All recommendations from the review will be incorporated into the Board of Management Development Plan.</p> <p><b><u>Action Marked as Completed</u></b></p>
10	<p>All Board Members should be aware of the formal process for setting the Principal's remuneration.</p> <p><i>(Review of Code of Good Governance AY 19/21 Recommendation)</i> <i>(Review of Code of Good Governance AY 20/21 Recommendation)</i></p>	<p>An updated guide to the process will be developed and circulated to all Board Members.</p>	<p>Board Secretary</p>	<p>30 April 2021</p>	<p>The remuneration process in respect of the Principal's salary should be carried by the PR&amp;R Committee as some time has elapsed since it was last reviewed.</p> <p>December 2021 Review: The Principal's PRD took place on 29 October 2021. A further PRD meeting is to be scheduled in January 22. Following this the PR&amp;R Committee will meet and review an appraisal report and begin the process for the review of the salaries for both the Principal and the EMT.</p> <p>December 2022 Review: The PR&amp;R Committee commissioned the HR Manager to carry out a remuneration exercise in respect of the Principal and others. This remuneration exercise included backdating of salaries and pension implications. The PR&amp;R Committee</p>

					<p>approved these increases on 18 July 2022 and 01 September 2022 respectively.</p> <p><b><u>Action Marked as Completed</u></b></p>
11	<p>Development of the induction process to include online inductions.</p> <p><i>(Review of Code of Good Governance AY 19/21 Recommendation)</i>  <i>(Review of Code of Good Governance AY 20/21 Recommendation)</i></p>	<p>Review of the induction process to take place. This will include the inclusion of Board Members responsibilities as Charity Trustee's</p>	Board Secretary	30 April 2021	<p>The Board Secretary is currently carrying out a review of the induction process and papers. This has been delayed due to the cyber-incident</p> <p>December 2021 Review:  The Board Member induction process has been reviewed and all paperwork has been updated. All induction paperwork is now available to Board Members via SharePoint.</p> <p><b><u>Action Marked as Completed</u></b></p>
12	<p>Enhancing diversity on the Board of Management</p>	<p>Review of where we advertise and publicise roles on the Board of Management to ensure that we reach the widest and most diverse range of possible candidates during a recruitment process.</p> <p>Establishment of diversity targets.</p>	Board Secretary	October 2021	<p>The Board Secretary will ensure that the upcoming recruitment campaign is widely advertised and publicised.</p> <p>December 2021 Review:  We have had a wide variety of applicants for both the Autumn 2020 and Autumn 2021 recruitment campaigns.</p> <p><b><u>Action Marked as Completed</u></b></p>

**Action Plan Updated: 05/09/23 following decisions made at the Board of Management meeting on 27/06/23**