UHI | INVERNESS

Meeting	Board of Management
Date and time	Tuesday 25 March 2025 at 4.30 p.m.
Location	Online via Microsoft Teams

Governance Officer
27 February 2025

AGENDA

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

Welcome and Apologies

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

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

                       Definitions Toolkit – Quality Officer & Tertiary Education Leader – Management, Health and Creative Arts

                             ITEMS FOR DECISION

17:00 - 17:10   **1) MINUTES**
                a.) Meeting of the Board of Management held on 11 February 2025
                b.) Closed Session Note (CSN-01-022025) of the Board of Management held on 11 February 2025
                c.) Confidential Note (CN-BoM-01-022025) of the Board of Management held on 11 February 2025
                d.) Confidential Note (CN-BoM-02-022025) of the Board of Management held on 11 February 2025
                e.) Confidential Note of the Board of Management Board Away Day held on 12 February 2025

17:10 – 17:15   **2) OUTSTANDING ACTIONS**
                Actions List

17:15 – 17:25   **3) POLICIES FOR APPROVAL**

       a) FE Admissions Policy
       Report by the Chair of LTR
       b) Health & Safety Policy
       Report by the Chair of Audit
       c) Information Asset Owners Policy
       Report by the Chair of Audit

17:25 – 17:35   **4) GOVERNANCE UPDATE**
       Report by Governance Officer

       a.) Standing Orders
       b.) OSCR Annual Return

17:35 – 17:40   **5) FE & HE FEES 2025/26**
       Report by the Director of Finance and Estates

ITEMS FOR DISCUSSION

17:40 – 17:50   **6) STUDENT RECRUITMENT REPORT**
       Report by Information Systems Manager

17:50 – 18:00   **7) KPI MATRIX**
       Report by Operations and Commercial Manager

18:00 – 18:30   **8) PRINCIPAL'S REPORT (CONFIDENTIAL)**
       Report by Principal

18:30 – 18:40   **9) GOVERNANCE UPDATE**
       Report by Governance Officer

       a. General Update
       b. Schedule of Meetings for Academic Year 2025/26
       c. Board Development Plan
       d. Board and Committee Evaluation Report

18:40 – 18:50   **10) UHI Court – OBC/FBC UPDATE**
       Verbal Report by Further Education Regional Lead

18:50 – 18:55   **11) DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**
       a.) F&GP Committee held on 03 February 2025
       b.) Chairs Committee held on 27 February 2025
       c.) Audit Committee held on 04 March 2025
       d.) F&GP Committee held on 06 March 2025 – to follow
       e.) LT&R Committee held on 11 March 2025 – to follow
       f.) HR Committee held on 13 March 2025 – to follow

FOR NOTING

12) AOCB

13) DATE AND TIME OF NEXT MEETING
   24 June 2025 at 4.30 p.m.

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

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Board of Management – List of Outstanding Actions

17 December 2024

Health & Safety	A detailed improvement plan in a form of a list for future Health & Safety reports to be presented to the Board.	Health, Safety and Sustainability Manager	**June '25**	**Ongoing**
Risk Register – heat map	UHI Inverness's heat map to be presented at the next Audit Committee meeting in March 2025.	Director of Finance and Estates	**March '25**	**Complete 04/03/2025**
Risk Register – risk appetite	Specific and detailed risk appetite for UHI Inverness to be presented at the next Audit Committee meeting in March 2025.	Director of Finance and Estates	**March '25**	**Complete 04/03/2025**
Professional Review & Development Policy	Further implementation to be discussed by Vice Principal Curriculum, Student Experience & Quality with Barbara Nelson.	Vice Principal Curriculum, Student Experience & Quality & BN	**March '25**	**Ongoing**
Equality, Diversity and Inclusion Policy	Policy to be updated in relation to wording clarifying number of legal sexes after the ruling of the Supreme Court.	Vice Principal Curriculum, Student Experience & Quality	**June '25**	**Ongoing**

11 February 2025

Final Report 2023/24 Audit by Deloitte **Recommendation 1**	It is recommended that a fixed asset register is created and maintained going forward.	Director of Finance and Estates	**June '25**	**Ongoing**

12 February 2025

Board Away Day Strategic Vision	Copy of reports being sent to SFC and Education Scotland, with updated student numbers and PIs, to be shared with the Chair of Audit.	Management Information Systems Manager	**March '25**	**Ongoing**
Board Away Day Strategic Vision	International student provision to be investigated.	Principal & BN	**June '25**	**Ongoing**
Board Away Day Strategic Vision	Creative Board Session to be scheduled – use of AI.	Gov Officer & IM	**June '25**	**Ongoing**

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Inverness College, University of the Highlands and Islands

Further Education Admission Policy

Reference: PL/LT/2018/002

Lead Officer (Post):	~~Head of Student Services~~Vice Principal – Curriculum, Student Experience & Quality
Responsible Office/ Department:	Admissions
Responsible Committee:	Learning, Teaching & Res<u>earch</u>~~ourcing~~ Committee
Review Officer (Post):	Admissions<u>,</u> Enrolment and Student Funding Manager
Date policy approved:	Click or tap to enter a date.
Date policy last reviewed and updated:	Click or tap to enter a date.
Date policy due for review:	Click or tap to enter a date.
Date of Equality Impact Assessment:	~~26/02/2018~~26/02/2018
Date of Privacy Impact Assessment:	n/a

This policy covers the period (~~d~~25.11.24~~ate)~~ to (d25.11.25~~ate)~~.

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For all our up-to-date policies, please visit the Policy homepage on our website.

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Accessible versions of this policy are available upon request. Please contact the Governance and Policy Officer on 01463 279000.

Policy Summary

Overview	This policy provides the basis for admissions into further education courses provided by the colleges within the UHI partnership.
Purpose	The policy governs the application process to be used by all students considering applying to a further education course in any of the colleges within the UHI partnership.
Scope	The policy applies to all colleges offering further education courses within the UHI partnership, current students seeking to progress their studies and prospective students considering applying.
Consultation	The policy was endorsed by Partnership Council and was subject to local consultation and approval processes at each academic partner College. The policy was approved by the colleges' Board of Management.
Implementation and Monitoring	Academic partners will be responsible for implementing and monitoring the policy. Analysis will be carried out of the policy's impact by staff from the Vice-Principal for Further Education's office.
Risk Implications	The policy reduces risk for the University and academic partners by creating a streamlined process and a community of practice for staff. Students will also benefit from a consistent approach across all partners.
Link with Strategy	Providing an excellent student experience across every aspect of the student journey To further develop our accessible and inclusive support for students to enable all to achieve their potential
Impact Assessment	Equality Impact Assessment: December 2024
	Privacy Impact Assessment: N/A

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1. Policy Statement

1.1 UHI Inverness endeavours to be welcoming and inclusive in its admissions policy and processes, seeking to work in partnership with prospective students to match applicants with courses most appropriate to their aspirations and current level of skills, knowledge and ability.

1.2 ~~Inverness College~~ UHI Inverness operates a fair and open admissions process that is free of discrimination and reflects a commitment to widening access and equality of opportunity. The College aims to provide appropriate services to support students with learning support needs or disabilities.

2. Definitions

2.1 If you require assistance or do not understand any terms or language used in this policy, please do not hesitate to contact the Admissions Office.

3. Purpose

3.1 This Policy is to provide ~~Inverness College~~ UHI ~~Inverenss~~Inverness with a robust framework to:

3.1.1 Follow admissions processes that are free of discrimination on the grounds of age, disability, gender and gender reassignment, pregnancy and maternity status, ethnicity, religion and/or belief, sexual orientation or socio-economic background.

3.1.2 Offer a curriculum aligned to local and regional need and in line with national priorities. Where there is diminished local need or low demand, a course may be amended or withdrawn before it commences. Equally, new courses may be introduced or the number of places on a course increased due to demand;

3.1.3 Publicise courses through a variety of communication channels and in a variety of formats;

3.1.4 Be fair, open and transparent in recruitment and selection processes;

3.1.5 Provide clear and accurate information on available courses, entry requirements and/or selection criteria;

3.1.6 Proactively encourage candidates to declare any disability or additional support need that may create barriers to their success in learning. This declaration enables the college to provide appropriate support during the application stage and throughout a student's course;

3.1.7 Publish on ~~Inverness College~~ UHI Inverness web-site, details of the annual admissions cycle including when applications will be processed, when interviews take place and offers of places will be made.

3.2 Contextualised Admission

3.2.1 To further our commitment to improving access to education for people from the widest possible range of backgrounds, ~~Inverness College~~ UHI Inverness operates a contextualised admissions policy and processes. This commitment enables the College to form a more complete picture of the characteristics of an individual applicant. To this end, ~~Inverness College~~ UHI Inverness:

3.2.1.1 Endeavours to take into account an applicant's background where an application falls short of the standard entry criteria for a course or where there is competition for places;

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3.2.1.2   Will provide appropriate levels of support to prospective students who require it throughout the admissions process;

3.2.1.3   Make provision for assessments of additional support required 'on-course' during the admissions process;

3.2.1.4   Make reasonable adjustments wherever this is possible.

3.2.2   ~~Inverness College~~ UHI Inverness particularly welcomes applications from specific priority groups in line with Government priorities and legislation, including:

3.2.1.1   Care experienced and looked after young people;

3.2.1.2   Those living in areas of multiple-deprivation as identified by the Scottish Index of Multiple Deprivation as being the 10% most deprived post-code zones in Scotland;

3.2.1.3   Those whose parents or carers have not accessed education beyond the compulsory school years;

3.2.1.4   Male and female applicants to courses with nationally recognised gender imbalances e.g. males into to care, females in to construction.

3.2.3   ~~Inverness College~~ UHI Inverness guarantees an interview to those with a care experienced background. To support gender equality, the College also operates a guaranteed interview for specific courses that experience a severe gender imbalance and are included in the College's Gender Action Plan.

3.2.4   ~~Inverness College~~ UHI ~~Inverness records~~ Inverness records all contextualised admissions, showing the number of applicants identified within priority groups, by course and by outcome of application.

3.3   Discretion in making an offer of a place

3.3.1   All offers of places are subject to the College's discretion. The College reserves the right to reject applications or apply further criteria under particular circumstances such as the following:

3.3.1.1   Previous disciplinary sanctions under the college or university disciplinary procedures or those of other institutions

3.3.1.2   Record of outstanding debt with the College or University

3.3.1.3   They do not meet the entry criteria

3.3.1.4   Unsuccessful at interview

3.3.2   ~~Inverness College~~ UHI Inverness will:

3.3.2.1   Treat every application on its merits and will remove barriers to participation through making reasonable adjustments. However, there may be occasions when reasonable adjustments are not sufficient to enable participation on a particular course. In these circumstances, ~~Inverness College~~ UHI Inverness will make every effort to offer an alternative course or an alternative mode of study if appropriate and / or available.)

3.3.2.2   Reserve the right to apply additional entry criteria in instances where an applicant has a record of previous enrolments without successful completion. In such cases, due consideration will be given to an individual's circumstances and support needs when reaching a decision.

3.3.2.3   Successful applicants to courses will be required to join the Protection of Vulnerable Groups Scheme (PVG) where the studies or placements require interaction with children and/or vulnerable adults. A previous criminal record does not, in the majority

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of cases, exclude an applicant from being offered a place. However, the College recognises that it has a duty of care to all students and staff and therefore reserves the right not to admit an applicant where there is evidence that they could affect the safety and welfare of students or staff. The College has the right to withdraw an offer of place if new information becomes available which has not been previously disclosed by the ~~applicant~~applicant, and which could affect the safety and welfare of students and staff.

3.4   Fee Status

3.4.1 Every student who enrols on a course incurs a fee. The vast majority of full-time further education students have their fees paid by the Scottish Funding Council, through the fee waiver system. Part-time students may also be eligible for fee waiver.

3.4.2 On application, the College will make an assessment of fee status in order to determine the appropriate level of tuition fees, in line with the relevant regulations and based on the information provided on the application form. The fee status of an individual will be communicated in the offer letter to ensure that individuals are aware if they are liable to pay fees.

3.4.3 The College reserves the right to change an applicant's fee status in exceptional circumstances such as the following:

3.4.3.1 If new information becomes available which was not previously disclosed by the applicant and affects the original decision on the fee status;

3.4.3.2 If errors are made within the initial fee assessment, either by the College or by the applicant, which affects the original decision on the fee status.

3.3.4 In such cases, the applicant will be notified of any change to their fee status and any consequences of this change.

3.3.5 Applicants assessed and determined to be international fee-payers may be required to pay full course fees prior to enrolment.

3.5   Appeals

3.5.1 Any appeals relating to application decisions must be made in writing to the Admissions Enrolment and ~~Student~~ Funding Manager.

3.6   Monitoring

3.6.1 Reports on the number of applications received and offers made will inform curriculum review and courses offered in subsequent years.

3.6.2 Applications will also be monitored by post-code, gender, ethnicity, disability, care experience and carer status to inform equality and diversity action planning.

3.7   Use of Personal Data

3.7.1 Personal data collected through the ~~Inverness College~~ UHI Inverness admissions process will be anonymised and used to statistical purposes to monitor applications by age, disability, gender and gender reassignment, pregnancy and maternity status, ethnicity, religion and/or belief, sexual orientation or socio-economic background.

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4. Scope

4.1   This Admissions Policy applies to all applicants for further education courses (full-time and part-time), including those classed as commercial.

4.2   Applicants for higher education courses (HNC, HND, Degree and Post Graduate programmes) should refer to the University of the Highlands and Islands Admissions Policy on the UHI website at: https://www.uhi.ac.uk/en/about-uhi/governance/policies-and-regulations/policies/

5. Exceptions

5.1   This policy applies only to Further Education applications.

6. Notification

6.1   Staff responsible for administering the admissions procedures for the College will be briefed and offered training on changes to the policy.

6.2   The policy will be publicly available on the College's website, along with other current policies.

7. Roles and Responsibilities

7.1   The responsibility for compliance with the Admissions Policy lies with all staff involved in the process.

7.2   The Policy will be regularly audited and reports submitted to the Regional Admissions Group.

8. Procedures

8.1   Please refer to the accompanying Further Education Admissions Procedures for details.

9. Legislative Framework and Related Policies

9.1   This policy is aligned with the following legislation:

- General Data Protection Regulation (GDPR) 2018
- Freedom of Information (Scotland) Act 2002
- Disability Discrimination Act 2005
- Equality Act 2010
- Children and Young People (Scotland) Act (2014)
- Scottish Care Leavers Covenant 2015
- PVG Scheme Policy (Students)
- Student Criminal Offence Data Policy
- Tertiary Learning Support Policy
- Safeguarding Policy & Procedure

Commented [EB3]: Do we need to add in any related Policies here? EDI?

Commented [LS4R3]: & things like PVG etc

10. Version Control and Change History

Amendments are to be recommended by a Policy Ownership Group made up from representatives from all relevant academic partners, and then subject to Partnership Council agreement prior to approval by local academic partner Boards of Management.

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Version	Date	Approved by	Amendment(s)	Author
0	25.11.24	~~SG~~PPRP	U~~I~~pdate titles and name changes	SG
1				
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Policy/Procedure/Strategy: FE Admissions   Author/Owner: Sheree Grant   Signature:

Review Due: December 2027   Department/Section: Registry

Date of Assessment: 10.12.24   Date: 10.12.24

Step 1

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

Standardised University of the Highlands and Islands Further Education Admissions Policy. The aim of the policy is to provide a consistent entitlement to the admissions process across all UHI partners in relation to Further Education provision.

Who will be affected?	Who will be consulted?	Evidence available:
All Applicant for Further Education Courses	- Academic Partner Local Staff Consultation including relevant staff and student groups - HISA Local Student Representatives	Email evidence available from Single Policy Environment Project Manager

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	N/I	P	P	P	P	P
Advancing Equality of Opportunity	P	P	P	N/I	P	P	P	P	P
Promoting Good Relations.	P	P	P	N/I	P	P	P	P	P

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Step 3

Sustainability	

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

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<table>
<tr><td colspan="2">HEALTH AND SAFETY POLICY

REFERENCE: PL/HR/2024/002</td></tr>
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Lead Officer	Principal and Chief Executive Officer
Review Officer	Health, Safety & Sustainability Manager
Date first approved by BoM	9 March 2009
First Review Date	7 March 2010
Date review approved by BoM	April 2024
Next Review Date	April 2025
Equality impact assessment	December 2023

Reviewer	Date	Review Action/Impact
Health & Safety Manager	07.03.10	
Health & Safety Manager	30.05.12	
Health & Safety Manager	20.06.12	
Health & Safety Manager	19.03.15	
Health & Safety Manager	28.03.17	
Health & Safety Manager	29.05.18	Review approved by BoM audit Committee
Health & Safety Manager	21.03.19	Review approved by BoM
Health & Safety Manager	30.04.20	Review approved by BoM
Health & Safety Manager	30.03.21	- Legislation updated - Departmental and job titles updated. - Managers and Heads of School – training and responsibilities updated. - Health & Safety Manager – responsibilities updated - Removal of standalone Technicians section. - All employees' duties updated to include training, dangerous work activities and risk assessments. - Addition of student disciplinary when health and safety

		policy, procedure or protocols are not adhered to. • Compliance section updated to include reporting committees and audit by external third party. Review approved by BoM.
Health & Safety Manager	09.06.22	• Legislation updated – rescinded Coronavirus legislation removed • Formatting changes • Policy renamed as Health and Safety Policy
Health, Safety & Sustainability Manager	Jan 2024	• Legislation updated • Updated role titles • Added responsibilities related to Health Surveillance, Personal Protective Equipment and Display Screen Equipment Assessments • Added reference to First Aid Procedure document • Added section for Duty Manager
Health, Safety & Sustainability Manager	Feb 2025	•

Contents

1. Policy Statement

UHI Inverness acknowledges its statutory and moral obligations to adopt the highest standards of health and safety for staff, students and visitors.

UHI Inverness is committed to ~~achieve and maintain~~achieving and maintaining recognised quality standards in health and safety.

As an education provider and employer, UHI Inverness is committed to a culture of competence and continuous improvement in health and safety management and practice. This will be achieved at all levels through the promotion of attitudes and behaviours which instil in students and staff an expectation that sound health and safety practice is the norm.

In support of this, UHI Inverness is committed to:
- Conform with all health and safety laws and regulations and relevant standards as the minimum accepted behaviour
- Preventing injury and ill health to all persons under the control of UHI Inverness
- Maintain a secure, safe and healthy working environment
- Identifying all hazards and risks associated with its activities
- Providing suitable controls to mitigate risks arising from its activities to as low as reasonably practicable
- Promoting an incident free workplace
- Commit to continual improvement of management systems and Health and Safety performance, regular review and revising of this policy
- Providing and maintaining safe working equipment
- Safe handling, storing and transportation of any substances associated with its activities
- Quality and competent information, Instruction, training and supervision

The Board of Management sets the overarching policy for Health and Safety and delegates responsibility to the Principal and Chief Executive to ensure the college fulfils its responsibilities.

Principal: Date:

Chair of Board: Date:

2. Legislative Framework/Related Policies

2.1.   The Health and Safety at Work *etc.* Act 1974.
2.2.   The Management of Health and Safety at Work Regulations 1999 (As amended 2006)
2.3.   The Provision and Use of Work Equipment Regulations 1998
2.4.   The Manual Handling Operations 1992
2.5.   The Workplace (Health, Safety and Welfare) Regulations 1992
2.6.   The Personal Protective Equipment at Work Regulations 2002
2.7.   The Health and Safety (First Aid) Regulations 1981
2.8.   The Electricity at Work Regulations 1989
2.9.   The Control of Noise at Work Regulations 2005
2.10.   The Employers' Liability (Compulsory Insurance) (Regulations 1998 (As amended 2011)
2.11.   Fire (Scotland) Act 2005
2.12.   The Fire Safety (Scotland) Regulations 2006 (As amended 2010)
2.13.   The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
2.14.   The Control of Substances Hazardous to Health Regulations 2002 (as amended 2004)
2.15.   The Health and Safety Information for Employees (Amendment) Regulations 2009
2.16.   The Health and Safety (Display Screen Equipment) Regulations 1992 (As amended 2002)
2.17.   Corporate Manslaughter and Corporate Homicide Act 2007
2.18.   Counter-Terrorism and Security Act 2015
2.19.   The Lifting Operations and Lifting Equipment Regulations 1998
2.20.   The Work at Height Regulations 2005
2.21.   The Safety Representatives and Safety Committees Regulations 1977
2.21 2.22. Tthe Health and Safety (Consultation with Employees) Regulations 1996
2.22 2.23. The Control of Lead at Work Regulations 2002
2.23 2.24. The Control of Vibration at Work Regulations 2005
2.24 2.25. The Pressure Systems Safety Regulations 2000
2.25 2.26. The Dangerous Substances and Explosive Atmospheres Regulations 2002
2.26 2.27. The Ionising Radiations Regulations 1999
2.27 2.28. Staff Wellbeing Policy

3. Scope

3.1. This policy applies to all staff, students and visitors within UHI Inverness.

3.2. Contractors are covered by this policy with reference to the contractors' management system.

4. Organisation and Responsibilities

To ensure the effective implementation of the health and safety policy, specific responsibilities are detailed below.

4.1. Board of Management

4.1.1. The Board of Management will set the policy direction for health and safety and will have overall responsibility for ensuring the health and safety of all staff, students, visitors or other persons affected by the ~~organisations~~ organisation's activities. The Board of Management will ensure health and safety management systems and standards are monitored regularly to ensure their effectiveness and will scrutinise reports to the Board accordingly.

~~4.1.1.~~

4.2. Principal and Chief Executive

4.2.1 The Principal has delegated responsibility, reporting to the Board of Management, for ensuring the college fulfils its responsibilities.

4.2.2 The Principal will:
- Ensure that health and safety is an integral part of the overall management and working culture.
- Ensure that procedures to assess risks are established and effective control measures are implemented.
- Develop a positive attitude to health and safety amongst employees by visibly demonstrating commitment to the continuous improvement of the health and safety performance throughout ~~Inverness College~~UHI Inverness.
- Ensure regular monitoring and review of health and safety management policies and Procedures.
- Ensure that relevant meetings address health and safety issues and that appropriate actions are taken to address issues that arise.
- Provide Joint consultation arrangements through the Health, Safety and Wellbeing Committee and any sub-groups which report to the Health, ~~and~~ Safety and Wellbeing Committee.

4.3. Executive Management Team

4.3.1 The Executive Management Team has delegated authority and functional responsibility for the activities carried out within their areas of corporate influence.

4.3.2 In order to meet their health and safety responsibilities, they will:

- Liaise with the Principal to establish the principles of continual improvement with regard to health and safety.
- Be aware of the Health and Safety at Work *etc.* Act 1974 and associated legislation relevant to the activities of the college.
- Allocate sufficient financial resources to allow the policy and procedures to be effectively implemented.
- Demonstrate commitment to achieving and maintaining a high standard of safety performance and accident prevention.

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- Ensure monitoring and review of the implementation of the Health and Safety Policy and Procedures.

4.4. Managers and Curriculum Leaders

4.4.1 Managers and Curriculum Leaders have a health and safety responsibility for the activities and functions carried out within their areas of operational responsibility.

In order to meet their responsibilities, Managers and Curriculum Leaders will:

- Ensure risk assessments, including assessments of plant, machinery and equipment (i.ee.g. PUWER Assessments), are carried out where necessary and regularly reviewed in line with the requirements of health and safety legislation and the college Health and Safety Policy and Procedures.
- Ensure that all employees who use Display Screen Equipment (DSE) complete appropriate DSE training and have a current DSE Assessment for any equipment they use.
- Undertake training identified by the Health, Safety & Sustainability Manager in the pursuance of Health & Safety compliance or improvement.
- Set clear measurable objectives to ensure progressive improvement.
- Provide all personnel with, so far as reasonably practicable;
  - ➢ Safe place of work
  - ➢ Safe plant and machinery
  - ➢ Safe working environment
  - ➢ Safe system of work
  - ➢ Arrangements for Ssafe handling, storing and transportation of articles and substances
  - ➢ Sufficient and competent information, instruction, training and supervision.

4.4.2 Managers and Curriculum Leaders will be responsible for:

- Ensuring that the UHI Inverness 'Health and Safety Policy is explained to employees, and they are made aware of their health and safety duties and responsibilities and that tutors equally convey this to students under their control.
- The training needs of employees are assessed and addressed, to includinge the requirement for role specific induction training for new employees.
- Ensuring that the activities of college employees and contractors do not expose employees, students, contractors, or others to risk.
- In the event of being notified of dangerous activity being stopped by employees, they are to investigate the matter and inform the Health, Safety & Sustainability & Safety Manager of the circumstances.
- Ensuring that any required Personal Protective Equipment is made

available to employees, that they know how to use it and are using it correctly.

- Ensuring that HR are aware of employees with significant exposure to workplace hazards requiring Health Surveillance, and that those employees are given appropriate time to attend Health Surveillance appointments.
- Ensuring that all accidents, incidents and near misses within their area of responsibility are reported and, where necessary, investigated.

4.5. Health, Safety and & Sustainability Manager

4.5.1 The Health, and Safety & Sustainability Manager reports to the College Principal and CEO and has responsibility for:

- Reviewing, revising, implementing, embedding and monitoring compliance of all health and safety policies, procedures and arrangements.
- Planning, implementing and co-ordinating the risk assessment, inspection and internal/external audit programmes.
- Planning, implementing and co-ordinating the risk assessment process.
- Developing appropriate performance measures and reporting performance standards to ensure continuous improvement.
- Liaising with HR regarding health surveillance requirements.
- Preparing papers, reports and statistical data for identified Committees.
- Ensuring emergency evacuation procedures, including personal evacuation plans, are tested and reviewed on a regular basis.
- Overseeing the recording of accidentaccidents/incidents and reporting in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- Investigating and reporting on accidents, incidents and/ or near misses.
- Organising, co-ordinating and supporting safety personnel (first aiders, and fire wardensmarshals and evacuation assistants).
- Identifying information, instruction and training requirements and delivering effective solutions.
- Provide advice and guidance to College departments/functions on contractor management.
- Acting as a point of contact for Enforcing Authorities.
- Maintaining own continuous professional development.
- Monitoring effective implementation of the Health and Safety Policy.
- Providing specialist advice and support to executive management and all departments/schools including the disseminating of good practice.
- Ensuring that the appropriate initial college health and safety induction training is given to all new employees.
- Advising EMT on activities where health and safety is being compromised significantly.

4.6. Estates and Campus Services Manager

4.6.1 The Estates and Campus Services Manager advises the appropriate member of the EMT and is responsible for:
- Fire Marshalls at all campuses.
- The testing and recording of all fire detecting equipment.
- Ensuring all means of escape are fully maintained and functional.
- The maintenance and inspection of all firefighting equipment.
- All visiting contractors, including the control of the Approved Contractor Register and issuing of Permits to Work.
- Ensuring all buildings, services and equipment owned or managed by the college are fit for purpose and do not cause, or contribute towards, unacceptable risks to health and safety.
- Testing inspection and maintenance of all building services in line with legislation.

4.7. Union Appointed Health and Safety Representatives

4.7.1 Staff appointed under the Safety Representatives and Safety Committees Regulations 1977 shall:
- Assist with the promotion of safe working practices.
- Familiarise themselves fully with the health and safety policy and arrangements.
- Liaise with managers and the College Health, and Safety & Sustainability Manager in accident investigations and safety audits.
- Attend the College Health, Safety and Wellbeing Committee, take part in proceedings, representing their members and presenting to them information gathered from meetings.

4.8. Human Resources

4.8.1 The Human Resources department are responsible for coordinating the annual programme of Health Surveillance through:

- Ensuring health surveillance checks are organised for any new staff entering into roles requiring health surveillance.
- Liaising with line managers to ensure all roles requiring health surveillance are identified and relevant staff scheduled for annual appointments.
- Liaising with Occupational Health (OH) as necessary for those staff requiring additional health surveillance checks following an annual appointment.

4.8.2 The Human Resources department are responsible for coordinating the First Aid Allowance for support staff who provide First Aid services on any of UHI Inverness campus'.

4.9. Fire Marshalls

4.9.1 In an emergency ~~UHI Inverness campuses are sub-divided into zones. Each zone has an identified f~~Fire marshals ~~whose responsibility is~~will:
- ~~To e~~Ensure ~~in an emergency,~~ everyone evacuates ~~their zone~~ safely and does not re-enter until the "all clear" is given.
- ~~To a~~Assist disabled persons, where required, with evacuation to a place of safety and to ensure the ~~chief fire marshal~~Duty Manager is advised accordingly.

4.10. First Aiders

4.10.1 The Health, Safety and Sustainability Manager will ensure First Aid needs assessments are conducted for UHI Inverness campuses and that the required first aiders and supplies are in place.

4.10.2 The full ~~detail~~details of the first aid arrangements will be outlined in the First Aid Procedure.

4.11. Duty Manager

4.11.1 The Duty Manager is responsible for leading UHI Inverness's initial response to any exceptional events while the campus is open. These may include, but are not limited to:
- Fire alarm activations/fire incidents
- Incidents involving behavioural issues or difficult people etc.
- Security incidents
- First aid incidents
- Responding to unannounced visits from Police or enforcement bodies (Fire Service, HSE, Environmental Health etc.)

4.12. Employees

~~4.12.1~~ The Health and Safety at Work Act and the Management of Health and Safety at Work Regulations place duties upon employees, at all levels, while at work. These duties include, but are not limited to, the following:

4.12.1

4.12.2 To take reasonable care for the health and safety of themselves and other persons who may be affected by their acts or omissions at work.

4.12.3 To co-operate with the employer, so far as is reasonably necessary to enable them to meet their statutory health and safety duties, including undertaking training identified by the Health, Safety & Sustainability Manager in the pursuance of Health & Safety compliance or improvement.

4.12.4 No-one may intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare.

4.12.5 Any employee who is required to operate machinery, equipment, dangerous substances, transport, safety devices or a means of production is to do so in accordance with training or instructions provided by the employer, including the use of any Personal Protective Equipment.

4.12.6 Employees must make the employer aware of any serious imminent dangers to health and safety. All employees are expected to stop dangerous work practices from taking place where observed. Where an employee believes a work practice to be dangerous, they are to instruct those involved to stop the activity and immediately inform the relevant line manager (responsible for the department, school, function or area in which the activity is taking place).

4.12.7 Participate in and conduct departmental Risk Assessments, including Display Screen Assessments, as directed by line managers, the Health, Safety & Sustainability Manager and Executive Management Team.

4.12.8 Attend Health Surveillance appointments arranged for them and notify their line manager or HR of any medical condition that may impact their health and safety at work, or that of others.

4.12.9 Employees who witness or are involved in an accident, incident or near miss must ensure it is reported using the appropriate college systems. Where the accident or incident involves a student under supervision, the employee supervising them must ensure the appropriate report is submitted.

4.13. Students

4.13.1 All students shall comply with UHI Inverness' Health and Safety Policy as published and with any health and safety procedures relating to the facilities which the student is using.

4.13.2 A student shall exercise reasonable care:

4.13.3 For his or her personal safety.

4.13.4 For the safety of other persons who may be affected by his or her acts or omissions.

4.13.5 For the safety of the property of UHI Inverness and of its students, staff, officers and visitors.

4.13.6 It shall be a disciplinary offence, as defined in the Student Code of Conduct, for any student to:

- Intentionally or recklessly misuse, tamper, or interfere with any firefighting equipment, fire prevention equipment, fire doors, fire detection equipment, fire alarm activation points, fire signs.
- Intentionally or recklessly misuse any equipment provided by the University in the interests of health, safety or welfare in pursuance of the Health and Safety at Work Act or of any relevant statutory provisions relating to health and safety.
- Fail to use appropriate Personal Protective Equipment.
- Fail to adhere to College Health & Safety policies, procedures or protocols.

5. Compliance

5.1. This policy must be complied with ~~and it will be reviewed annually~~ , and it will be ~~formally~~ reviewed formally every two years, unless there are any changes to legislation or our own circumstances in the interim. ~~with~~ Rr~~e~~ports will go~~ing~~ to the Audit Committee and Board of Management for external review. ~~committee~~.

5.2. The arrangements within the policy are subject to an internal audit, conducted by a third party auditing organisation on a frequency determined by the Audit Committee

5.3. UHI Inverness will comply with legal and other requirements applicable to the identified health and safety hazards.

5.4. All new legal and other requirements will be evaluated, and documented, to determine applicability and impact to UHI Inverness.

6 Objectives and Targets

6.1. Objectives will be identified and set in line with the annual review and operational planning process.

7 Communication

7.1. The Health and Safety Policy shall be actively communicated throughout the College using a variety of channels; examples of such channels include but are not limited to:
- Via the Policies and Procedures Section of the IC Quality SharePoint
- Inclusion within the new start/contractor induction process.
- Provision to all external interested parties upon written request.
- Health and Safety notice boards.

8 Monitoring

8.1. Each college policy will be monitored and its implementation evaluated. Appropriate procedures for monitoring and evaluation are the responsibility of the lead officer. These procedures will be subject to audit by the Health and Safety department.

8.2. The following health and safety monitoring methods may be used to monitor implementation:
- **Active methods** monitor the design, development, installation and operation of management arrangements.
- **Reactive methods** identify evidence of inadequate health and safety practice through the risk assessment process and take immediate action as required.

9 Audit

9.1. A schedule will be developed and implemented to cover health, safety and environmental audits. Scope and criteria for audits will consider (but not be limited to):

- Management system
- Existing and new policies and procedures
- Student enrolment and induction
- Staff induction.
- Risk assessment and environmental aspects
- Outputs from external audits or previous internal audits

9.2. The Audits will be planned to ensure that areas which are subject to legal compliance are completed each year.

10 Review

10.1. This policy and supporting arrangements will be formally reviewed every two yearsannually and in an on-going way to ensure currency of content, arrangements, new legislative requirements and to provide a framework for the setting and reviewing of health and safety improvement objectives.

10.2. This policy may also be updated outside of the stated annual timeframe (i.e., changes to legislation, or as the result of review).

10.3. Revisions will be brought to the attention of staff and students through agreed arrangements for health and safety and policy consultation and communication.

UHI INVERNESS

Policy/Procedure/Strategy: Health and Safety Policy   Author/Owner: Mark McKerral   Signature: Mark McKerral

Review Due: March 2026   Department/Section: Health & Safety

Date of Assessment: 21 February 2025   Date: 21 February 2025

Step 1

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

Review of standing policy.

○ New
◉ Revised
○ Existing

Who will be affected?	Who will be consulted?	Evidence available:
All staff, students and visitors	Health, Safety & Wellbeing Committee	Health, Safety & Wellbeing Committee minutes

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	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Advancing Equality of Opportunity	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Promoting Good Relations.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Sustainability	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3

Action to be taken

N/A

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

Information Asset Owners Policy **REFERENCE: (will be inserted by Quality Unit)**	

Lead Officer	ICT Services Manager
Review Officer	Information Development Manager
Date first approved by BoM	
First Review Date	
Date review approved by BoM	
Next Review Date	
Equality impact assessment	
Further information (where relevant)	

Reviewer	Date	Review Action/Impact

Contents

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1. Policy Statement

The purpose of this policy is to define the responsibilities of an Information Asset Owner. Whilst all staff have a responsibility for ensuring they process data securely; Information Asset Owners additionally need to ensure that the systems and storage they manage are only accessible to those who require it and are used and maintained appropriately by those they allow to access it.

2. Legislative framework / related policies

2.1. UK General Data Protection Regulation

2.2. UK Data Protection Act 2018

2.3. The Data Protection, Privacy and Electronic Communications (EU Exit) Regulations 2019

2.4. Information Security ISO/IEC 27001

2.5. Information Security ISO/IEC 27002

2.6. Records Management ISO 15489-1

2.7. UHI Inverness Security Policy

2.8. UHI Inverness Records Management Policy

2.9. UHI Inverness Data Protection Policy

2.10. The UCISA Information Security Toolkit.

2.11. Scottish Government Cyber Resilience Strategy for Scotland

2.12. Scottish Government Public Sector Cyber Resilience Framework v2

2.13. National Cyber Security Centre: Cyber Essentials

3. Scope

3.1. This policy defines information asset owners' responsibilities in protecting the confidentiality, integrity and availability of college data/records.

3.2. The policy scope is all information assets and includes all corporate records. It includes, but is not limited to, research data, student records, course materials, financial data, staff and student data, emails and administrative configurations.

3.3. Whilst the policy focuses on systems and online storage, information asset owners should also be cognisant of the need and their responsibility to secure and control other sources of information, such as paper records/filing, data stored on portable media, information spoken in conversation and that on voicemail and video recordings.

4. Definitions

4.1. **Information Asset:** Any information that has value to the organisation, and as such needs to be stored or processed.

4.2. **Information Asset Owner**: The individual within an organisation who is responsible for the access controls, management and proper use of an information asset. This is usually a department manager, or other staff member responsible for a distinct storage area or system.

5. Key Information Assets

5.1. **SharePoint / Teams / Online Storage:** A SharePoint or Teams site is created with a defined owner. For sites used by a department this would usually be the

department manager. The owner of the site is the Information Asset Owner responsible for ensuring that the data within it is only seen and / or processed by appropriate personnel. Information Asset Owners should ensure corporate records are kept in accordance with their Data Register and not stored in temporary Teams sites (e.g. for projects, specific purposes).

5.2. **Shared Mailboxes:** A shared mailbox has a defined Information Asset Owner. The mailbox should only be accessed by appropriate staff and its access reviewed regularly, as well as when staff change roles within the organisation or leave the college's employment.

5.3. **UHI Inverness Systems**: Systems managed by UHI Inverness to process student, staff and / or research data. The Information Asset Owner is responsible for managing the system and the data stored within it. These are listed in the Information Asset Owner Register below in Appendix A.

5.4. **External Systems:** Systems managed by a 3rd party, such as Executive Office, SQA or other partner institutions. The Information Asset Owner within the College is responsible for the processing of UHI Inverness data within that system. These are listed below in the Information Asset Register in Appendix A.

6. Roles and Responsibilities

6.1. Information Asset Owner:

6.1.1. To understand the system and information assets they are responsible for and how they are secured.

6.1.2. To regularly review who has access to the information asset and the access each individual requires. It is recommended this is done at least annually.

6.1.3. To ensure the information stored is processed and deleted in cognisance of the University Records Management and Disposal Policy, as the less data that is stored the easier it is to manage.

6.1.4. To raise any concerns with data security with the ICT Services Manager and / or Information Development Manager

6.2. Staff:

6.2.1. To process data in accordance with the Information Security Policy and raise any concerns with the Information Asset Owner.

6.3. ICT Services:

6.3.1. For the overall maintenance and management of systems, as well as supporting issues and providing advice to information asset owners.

6.4. Information Development Manager

6.4.1. To provide advice on Data Protection legislation and relevant matters as well as maintaining an Information Security Incident register to monitor relevant security occurrences and near misses.

7. Compliance

7.1. This policy is a college-wide policy; and all staff must work to meet the requirements outlined within the policy. Compliance with the Policy will be

monitored through regular audits, with outcome reports being reported to the appropriate committee.

7.2. Any issues with Information Security, such as the loss of data or it being accessed by inappropriate personnel should be reported as an Information Security Incident to the Data Controller data.controller.ic@uhi.ac.uk

8. Monitoring

8.1. New information security legislation, recommendations or best practice may result in this policy being updated outside of its review cycle.

8.2. The review of individual information security incidents, as well as regular reports on incident categories, may also lead to changes to information security policies to ensure effective controls are in place.

9. Review

9.1. The policy will be reviewed considering any relevant changes in legislation and best practice, and at least every 3 years.

Information Asset Owner Register

This register is part of the UHI Inverness Information Security Management System (ISMS). The purpose of this register is to document key business systems used by the college, their purpose, the information held and the owner responsible for the system. This list is a snapshot of responsibilities reviewed by the management team in early 2025 which will move to a live repository.

UHI Inverness Managed Systems

Information Asset	Purpose of Information Asset	Information Held	Owner
Hosted or Access Control Managed by College / UHI			
Microsoft Entra ID	Access to UHI network and College computers.	Username and access rights to data (folders, files).	ICT Services Manager
Asset Inventory	Record of furniture and other Estates managed assets.	Asset data.	Estates and Campus Services Manager
CELCAT	Room booking/timetabling system.	Bookings and room utilisation data, class timetables and Staff & student data	Academic Administration Manager
CINTRA	Payroll system	Staff bank account and personal details, salary	Director of Finance and Estates
CIPHR	Human resource system.	Staff employment/lifecycle data and applicant personal data.	Head of HR
Collect	Debt management system	Customer details, outstanding debt & action taken to retrieve debt	Director of Finance and Estates
Complaints Database	Internal Complaints logging system	Case file containing full details of complaint and any investigation.	Quality Manager
ePay	BACS Payments	Staff / Student Bank details	Director of Finance and Estates

Policy: Information Asset Owner

Connect+	College Intranet to enable communication with the staff	Landing page for access to other college systems as well as news updates	Marketing & Communications Manager
iHasco	Health & Safety Training	Staff email addresses, names and training history	Health, Safety & Sustainability Manager/ Professional Development
IMI E-Portfolio	E-portfolio system	Student portfolios	Curriculum Leader (Construction & Engineering)
Office 365	Email, calendar, contact management.	Correspondence, which includes personal data, some corporate records/evidence of decision making	ICT Services Manager
OneFile	E-portfolio system	Student portfolios	Curriculum Leader
Papercuts	Printer accounting	Student information & financial information	ICT Services Manager
PageOne / Critico	To enable a standard text message to be sent to a group of individuals	Staff & student mobile phone numbers	MIS Manager
Proof Positive	Student portfolio system	Student portfolios	Curriculum Leads
Real Asset Management	Management of physical assets	Contractor details, Asset / Inventory Data with related financial data	Director of Finance and Estates
AssessNet	Health and Safety Management System	Recording health and safety incidents, near misses, risk assessments, investigations and audits. Includes staff details and details of students where included (in relation to accident/ incident, illness etc., individual risk assessments etc.)	Health, Safety & Sustainability Manager

SITS	Student record system	Student/staff and third-party personal data & bank details also includes protected characteristics data	Head of Registry and Quality
SUN Accounts	Finance System	Student, staff and contractor details including finance transactions	Director of Finance and Estates
WMS	Library management system.	Library asset management and lending including student and staff details.	Library and LRC Manager
Access Control Managed by Third Party with Personal or Key College Information			
BPEC	Administration and delivery of examinations	Exam details /exam results	Quality Manager
Brightspace	Virtual Learning Environment	Teaching materials and student modular engagement. NB: materials are accessible by lecturers on course.	Curriculum Leads
Construction Industry Training Board (CITB)	Registration and entry of candidates with award body Administration	Student and employer data	Quality Manager
City & Guilds	Registration and entry of candidates with award body (Walled Garden) Administration and delivery of examinations (Secure Assess)	Student and employer data	Quality Manager
FIPS	Skills Development Scotland funding information and processing system	Student and related employer personal data	Business Solutions Manager
EAL	Registration of apprentices with awarding body	Staff details and student details	Quality Manager

ID-Flow ID Cards	Staff / 3rd Party Photographic ID Cards	Staff / 3rd Party Photos	Estates and Campus Services Manager
Inverness College Website	Public interface for corporate and course related information (access managed by UHI)	Organisational info, Board of Management info, course info, events, staff contact details	Marketing and Communications Manager
IMI	Registration and entry of candidates with award body	Student details and employers data	Quality Manager
LANTRA	Registration and entry of candidates with award body	Student details	Quality Manager
MA On Line	Registration of Apprentices with appropriate Sector Skills Council	Student and employers data	Business Solutions Manager
NEBOSH	Environmental awareness qualifications	Student and employers data	Business Solutions Manager
PECOS	Procurement system	Purchasing System – financial transactions and note regarding orders	Director of Finance and Estates
PROMT	Course booking for ILA Funding.	Student details.	Director of Finance and Estates
Social Media (Facebook, X, Instagram, YouTube & LinkedIn)	Sharing information as well as contact with the public regarding posts and content.	Information for public viewing and contact / communications	Marketing and Communications Manager

SDS 16+ Learning Choices Data Hub Exchange Portal	Upload enrolment data	Student details	Head of Registry & Quality
SQA Connect (including Exceptional Circumstances and Digital Coursework Submission areas)	For adding candidate details and for SQA appeals	Student details and appeals data	Quality Manager
SQA Exchange (including Candidate Services)	For uploading and receiving reports relating to candidate registrations, entries and results	Student details	Quality Manager
SQA Navigator	Database for SQA frameworks and awards	Student personal data and qualifications and centre data	Quality Manager
SQA Secure Site	Access to SQA assessment material	Assessment materials	Quality Manager
UAL	Registration and entry of candidates with award body	Student details	Academic Administration Manager
Unidesk	Help Desk ticketing system	Staff / asset information	ICT Services Manager
EcoOnline Sypol	COSHH Assessment Database	Name and email address of staff who have used the system.	Health, Safety and Sustainability Manager

UHI | INVERNESS

Policy/Procedure/Strategy: Information Asset Owners Policy   Author/Owner: ICT Services Manager   Signature: Ma

Review Due: 3/3/25   Department/Section: ICT Services

Date of Assessment: 25/02/25   Date: 25/02/25

Step 1

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

To definite the responsibilities of the owner of an information asset

Who will be affected?	Who will be consulted?	Evidence available:
Managers and other staff that own information assets	Information Development Manager as the policy needs to reflect both the technical and data protection elements of information assets.	Yes, collaboration on document.

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	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Advancing Equality of Opportunity	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I
Promoting Good Relations.	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I	N/I

Step 3

Sustainability	N/I

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:	Governance Update – Standing Orders
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	25 March 2025
Date Paper prepared:	17 March 2025
Brief Summary of the paper:	This paper provides the Board of Management with an update on an updated Standing Orders document.
Action requested: [Approval, recommendation, discussion, noting]	Approval.
Link to Strategy: Please highlight how the paper links to, or assists with:: ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Governance Compliance
Resource implications:	Yes / No **If yes, please specify**:

Risk implications:	Yes / <mark>No</mark> **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/<mark>No</mark> **If yes, please specify:**
Student Experience Impact:	Yes/<mark>No</mark> If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

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

Recommendation

The Board of Management approves the updated Standing Orders document.

Purpose of report:

To present the updated Standing Orders document and ask for the Board of Management to approve it. If approved, the updated Standing Orders document will come into effect on 25th March 2025 and will replace all other Standing Orders previously adopted by the Board, which will be revoked.

Background

The current Standing Orders document had been last approved by the Board of Management on 28th March 2017. The legislation that allowed Trade Union Representatives to join Boards had been passed in January 2024. In December 2024 the first Trade Union Representative had been ratified as Board Member.

Body of the report

The Governance Officer had updated the document in close collaboration with the Information Development Officer to ensure compliance with the Code of Good Governance and Data Protection Law.

Areas affected by amendments:

- Formatting
- New college logo
- Changes made to role titles
- Trade Union information added to 3.2 & 3. as per CDN guidelines

Standing Orders of the Board of Management of Inverness College UHI

Lead Officer	Chair of the Board of Management
Review Officer	Secretary to the Board of Management
Date first approved by BoM	Mar 2017
First Review Date	Mar 2020
Date review approved by BoM	
Next Review Date	
Equality impact assessment	N/A
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
Gov Officer & Information Development Officer	16 September 2024	Amendments made: formatting, new college logo and changes made to role titles only.
Gov Officer	18 November 2024	Trade union information added to 3.2 & 3.3 as per CDN guidelines.

Preamble

Paragraph 11 of Schedule 2 to the Further and Higher Education (Scotland) Act 1992 "Schedule 2", a Board may regulate its own proceedings and those of any Committee appointed by it.

The purpose of these Standing Orders is to ensure the orderly and effective conduct of the meetings of the Board of Management ("the Board") and of Committees of the Board ("Committees"). They shall apply to all meetings of the Board and its Committees and shall, subject to a resolution by the Board for their suspension, remain in force unless and until they are varied or revoked as hereinafter provided.

The Standing Orders were adopted by the Board on 28th March 2017 and come into effect on that date. They replace all other Standing Orders previously adopted by the Board, which are hereby revoked.

1   Meetings of the Board and Committees

1.1   The Board shall hold at least four Board and Committee meetings within each academic year for the performance of its functions and at such times, places and frequency as the Board determines.

1.2   The ~~Board Secretary~~Governance Officer shall produce an annual programme of meetings which shall be presented to the Board for approval.

1.3   Extraordinary meetings of the Board and Committees may be called on the instructions of the Chair or by agreement by a majority of the members entitled to vote at such a meeting.

1.4   Board and Committee meetings shall be called giving no less than five working days' notice. Where extraordinary meetings are called and, exceptionally, due to the urgency of the business five working days' notice cannot be given, notice will be given as soon as is reasonably practicable and giving no less than 2 working days' notice.

2   Quorum and Voting Rights

2.1   The quorum for a meeting of the Board shall be no less than one half of the members entitled to vote at such a meeting or for a meeting of a Committee, no less than three of the members entitled to vote at such a meeting.

2.2   If a meeting does not have a quorum of members present 15 minutes after its scheduled start time or falls below having a quorum of members present part way through, the Chair must either adjourn the meeting to a new date and

time, or proceed with the agenda, ensuring that any decisions are taken by members at the next meeting of the Committee or Board, whichever is the sooner.

2.3   If the Chair of the Board or Committee is not present at any meeting, the Vice Chair (where this office exists) shall assume that role. Where a Vice Chair is not available, members shall elect from amongst themselves a Board member who is entitled to vote as the Chair of that meeting.

2.5   A question on which a vote is required shall be determined by a majority of votes of the members of the Board present and voting on the question and, in the case of an equal division of votes, the Chair of the meeting shall have a second or casting vote.

2.6   Only matters identified on the agenda as requiring a decision shall, if consensus is not possible, be decided by vote.

2.7   In exceptional circumstances, such as for matters requiring urgent attention, and when the approval of the Board or Committee is required, decisions can be taken, with the prior agreement of the Chair, by written procedure. That is, decisions can be taken without calling a physical meeting of the Board or Committee. In such circumstances for a decision to be deemed to be taken:

- the ~~Board Secretary~~Governance Officer shall email all Board or Committee Members outlining the decision required, together with relevant briefing information
- a quorum, as defined in 2.1 of these Standing Orders, must have replied to the email
- the ~~Board Secretary~~Governance Officer shall ensure that a deadline for response is clearly ~~specified~~specified, and Board members shall endeavour to respond within that timeframe
- any decisions taken in this way shall be homologated at the next relevant meeting of the Board or Committee.

2.8   Where a proposal is amended, voting will take place on the amendment against the   proposal, or the series of amendments, in the order of the last amendment first, until a single amendment is put against the proposal. Thereafter, voting will take place upon the proposal amended. All members have a single vote.

2.9   No-one shall be entitled to ender his or her dissent from any decision, except at the meeting at which it has been passed; but any member not present may at the next meeting have his or her dissent recorded.

2.10   No proposal nor any amendment to any such proposal, shall be moved if it involves a reconsideration of any question or proposal which has been decided or adopted by the Board at any time within the preceding six months unless:
- it is moved by the Chair
- in addition to being signed by the mover, it is signed by at least one third of the total members of the Board.

3   Attendance at Board and Sub Committee Meetings

3.1   The ~~Board Secretary~~Governance Officer shall have oversight of all Board and Committee meetings in   order to ensure meetings are conducted in accordance with legislation, terms and conditions of grant (including in relation to its Financial Memorandum with UHI as the Regional Strategic Body, the Scottish Public Finance Manual, the Code of Good Governance for Scotland's Colleges), the Board's Scheme of Delegation and these Standing Orders, and in order to ensure a record is kept of proceedings.

3.2   It shall be a matter for the Board or Committee to determine which College employees (with the exception of the staff and trade union Board Members who shall be invited to attend all meetings of the Board and Committees they are a member of) or   other individuals should be invited to attend any Board or Committee meeting or any part of it in an advisory capacity in order to ensure that the Board or Committee has the required advice to fulfil its functions. Where invited to do so by the Chair at the meeting, these employees or individuals may contribute to the ~~discussion, but~~discussion but may not vote or contribute to any decision being taken.

3.3   The Board may decide to meet privately without the Principal or any Executive ~~Senior~~   Management Team members being present. In these circumstances the Governance Officer ~~Secretary~~ to   the Board shall be present at the meeting unless requested by the Chair to leave. Where the Governance Officer ~~Secretary~~ to the Board is requested to leave, there must be a clear and specific reason for this recorded in the minutes and the Chair shall ensure that   appropriate arrangements are made for recording the discussion and any decisions   taken at the meeting in the minutes. Staff, trade union ~~and~~ and Student Board members are   permitted to attend such meetings unless they have a conflict of interest in relation to the matter being discussed.

4   Agenda

4.1   The ~~Board Secretary~~Governance Officer in consultation with the Chair shall prepare the draft agenda. Other Board members may place an item or paper on the agenda for discussion by submitting this to the ~~Secretary~~ Governance Officer to the Board no later than 10 working days in advance of the meeting (except in the case of an extraordinary meeting where only the urgent business notified at the time the meeting was requested will be placed on the agenda). The Governance Officer ~~Secretary~~ shall ensure that all items placed on the agenda fall within the remit of the Board or Committee.

4.2   All matters for consideration by the Board or Committee shall be clearly identified on the draft agenda as to whether it is ~~for,~~for decision, discussion or noting.

4.3   The order of business shall be:
•   Apologies for absence
•   Declarations of any Potential Conflicts of Interest in relation to any agenda items

- Approval of the minutes of the previous meeting
- Matters arising
- All other business with those items of business requiring a decision or discussion taking precedence over items of business for noting
- Date of the next meeting(s)

4.4 All business at Board and Committee meetings shall be conducted through the Chair by members indicating to the Chair that they wish to speak. The Chair shall be heard without interruption.

4.5 The Chair shall be responsible for the general conduct of the meeting to preserve order and to ensure that every member has the opportunity to contribute.

5 Board and Committee Papers

5.1 Board and Committee papers may be submitted by the Principal, a Board or Committee member, a member of the Executive~~Senior~~ Management Team or the Governance Officer ~~Secretary~~ to   the Board.

5.2 The ~~Board Secretary~~Governance Officer shall ensure the circulation of papers to Board or Committee members at least 5 working days prior to the meeting. Where this timescale is not possible, the ~~Board Secretary~~Governance Officer shall advise members of this and advise of the reason for the delay and when papers might be expected.

5.3 The ~~Board Secretary~~Governance Officer shall be responsible for ensuring that Board papers are timeously published on the College's website, with the exception of those papers which are marked confidential.

6 Minutes of Board and Committee Meetings

6.1 In addition to recording the decisions and basis of decisions of all business on the agenda, the minutes shall include a record of those members present and any individuals in attendance, for all or part of the meeting.

6.2 Draft minutes shall be prepared for the Chair's agreement normally within five working days of the meeting and shall be labelled "draft".

6.3 Once agreed by the Chair, minutes shall be circulated to members normally within ten working days of the meeting and shall be labelled "agreed for circulation".

6.4 The minutes shall be considered for approval by the Board or Committee at its next meeting and the Chair of the meeting shall thereafter sign the minute which shall be labelled "final version".

6.5 The ~~Board Secretary~~Governance Officer shall be responsible for ensuring that a signed final version of the minutes is securely retained.

6.6 The ~~Board Secretary~~Governance Officer shall be responsible for ensuring that the final version of the minutes of each Board and Committee meeting is timeously published on the College website.

6.7 In the event that extraordinary business is being transacted and additional meetings are being arranged, the timescales for preparing minutes shall be adjusted to ensure their availability for approval at the next meeting.

6.8 Where a Committee meets infrequently, draft minutes shall be circulated by email to all Members who will be required to confirm their approval or otherwise of the draft within eight weeks of the meeting having taken place. The meetings shall thereafter be confirmed by the Chair of the meeting, labelled as "final version" and signed as soon as is practicable.

6.9 All Committee minutes will be submitted to the Board for information at the next scheduled meeting of the Board, regardless of whether the minutes are labelled as draft, agreed for circulation or final version.

7 Establishment of Committees and Sub-Committees

7.1 As provided for in Schedule 2, the Board may establish Committees and a Committee may establish sub-committees. References in these standing Orders include sub-committees.

7.2 A Committee shall consist of at least five Board members appointed by the Board. One of these Members shall be elected as Chair of the Committee. The Board may also wish to elect a Vice Chair of each Committee.

7.3 Each Committee shall review its remit biennially unless there is an urgent matter to be considered and shall submit any proposed changes to the Board for approval.

8 Appointment of Vice Chair

A Vice Chair shall be appointed by the Board from amongst its members.

In the absence of the Chair, the Vice Chair shall have the authority the Chair would have under these Standing Orders.

9 Suspension of Standing Orders

These Standing Orders may be suspended when at least two-thirds of the members' present entitled to vote agree to such a motion.

Approved by the Board of Management - 28th March 2017

UHI | INVERNESS

Subject/Title:	OSCR Return for 2023-24
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	25 March 2025
Date Paper prepared:	17 March 2025
Brief Summary of the paper:	To provide the Board of Management with the final return which was submitted to the Office of the Scottish Charity Regulator (OSCR) in respect of the College Financial Year 2023-24 on Monday 10th March 2025.
Action requested: [Approval, recommendation, discussion, noting]	Retrospective approval for this information to be submitted to OSCR along with a copy of the signed Annual Accounts.

Link to Strategy: Please highlight how the paper links to, or assists with:**:** ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Compliance with OSCR Regulations.
Resource implications:	Yes / <mark>No</mark> **If yes, please specify**:
Risk implications:	<mark>Yes</mark> / No **If yes, please specify:** Operational: Organisational: Risks associated with not submitting this information within the deadline.
Equality and Diversity implications:	Yes/<mark>No</mark> **If yes, please specify:**
Student Experience Impact:	Yes/<mark>No</mark> If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

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

SECTION A

1) Financial Year End Date ⓘ

31/07/2024 📅

2) Total number of Charity Trustees at the financial year end * ⓘ

Ans. 15

3) Total number of paid employees at the financial year end * ⓘ

Ans. 348

4) How many people have volunteered for your charity in the last financial year, excluding your charity trustees (in their capacity as charity trustees)? * ⓘ

- ○ 0
- ● 1-50
- ○ 51-100
- ○ 101-250
- ○ over 250

5) Does the charity have a Bank or Building Society account in the name of the charity? * ⓘ

- ● Yes
- ○ No

6) Does your charity publish its annual reports and accounts on its website? * ⓘ

- ● Yes
- ○ No

6a) If yes then link to be added * ⓘ

Ans. https://www.inverness.uhi.ac.uk/t4-media/one-web/inverness/about-us/board-of-management/Inverness-College---Signed-FY23-Financial-Statements.pdf

SECTION B – FINANCIAL INFORMATION

1) Gross Income * ⊕ ⓘ

Ans. £ 30509358

2) Gross Expenditure * ⊕ ⓘ

Ans. £ 30352296

3) What type of accounts does your charity prepare? * ⓘ

- ○ Receipts and Payments
- ● Fully Accrued

a i) Donations and legacies * ⓘ

Ans. £ 0

a ii) Charitable Activities * ⓘ

Ans. £ 30328590

a iii) Other Trading Activities * ⓘ

Ans. £ 0

a iv) Investments * ⓘ

Ans. £ 180768

a v) Other * ⓘ

Ans. £ 0

a vi) Total Income * ⓘ

Ans. £ 30509358

b i) Raising Funds * ⓘ

Ans. £ 0

b ii) Charitable Activity * ⓘ

Ans. £ 30352296

b iii) Other * ⓘ

Ans. £ 0

b iv) Total expenditure * ⓘ

Ans. £ 30352296

c) Net current assets * ⓘ

Ans. £ 2317317

d) Total funds * ⓘ

Ans. £ 23994267

SECTION C – ORGANISATIONAL AWARENESS

1) Your charity's purpose, according to the Scottish Charity Register is ⓘ

Ans. The advancement of education

1a) In order to achieve this purpose, does your charity do any of the following * ⓘ

- ☐ Provide grants or donations to others
- ☑ Deliver services to beneficiaries
- ☑ Hold meetings or sessions (this will include regular group meetings)
- ☑ Undertake activities and events
- ☐ Undertake religious activities
- ☑ Provide facilities
- ☐ Campaign
- ☐ Other

2) Tell us in your own words what your charity is set up to do and how you do this? (max 1000 chars) * ⓘ

Ans. Deliver further and higher education to students, by delivering courses in a variety of different ways.

3) Have you made any changes to your governing document in the last year? * ⓘ

○ Yes
● No

When was the last time you read your governing document and considered the contents? (please note this is when you last considered your governing document not only when it was last changed) * ⓘ

● In the last 12 months
○ Between 1 and 3 years ago
○ Longer than 3 years ago
○ Have never done this
○ Not Known
○ No copy

4) Do you have at least the minimum number of Trustees as required per your governing document? * ⓘ

● Yes
○ No

5) Do you have an up to date induction process so that if any new charity trustees are appointed they will be informed about their role and the charity? * ⓘ

● Yes
○ No

6) Do any of the charity trustees receive payments for any services provided to the charity? * ⓘ

○ Yes
● No

7) In order for us to understand the structure of the charity please select one of the following * ⓘ

○ The charity is the parent of a subsidiary body/bodies
○ The charity is a subsidiary of a parent body
● Neither of the above

ACCOUNTS SUBMISSION OPTION

1. Accounts Submission Option * ⓘ

● I will attach an electronic copy of my signed accounts (including a signed trustees' annual report and signed auditor's or independent examiner's report) in .pdf format
○ I will post you a paper copy of my signed accounts by my charity's deadline date. The deadline for providing accounts is 9 months after your accounting period end date. If this deadline has passed, send your accounts to OSCR as soon as possible.

2. Please attach an electronic copy of my signed accounts (including a signed trustees' annual report and signed auditor's or independent examiner's report) in .pdf format * ⓘ

| Inverness College – FY24 Signed Annual Report and Accounts.pdf | ⬇ |

DECLARATION INFORMATION

☑ I certify that the information entered in this form is correct to the best of my knowledge

☑ I confirm the information entered has been approved by the charity trustees and I am authorised to submit this information

Name of person submitting *

Ans. Ludwika Orlowska-Kowal

Role of person submitting *

Ans. UHI Inverness

Declaration Date *

10/03/2025

UHI INVERNESS

Board of Management

Subject/Title:	FE and HE Fees 2025/26
Author:	Niall McArthur, Director of Finance & Estates
Meeting:	Board of Management
Meeting Date:	6 March 2025
Date Paper prepared:	26 February 2025
Brief Summary of the paper:	To present the FE and HE fees for 2025/26 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:: ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ 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 2025/26 and note the HE fees for 2025/26, as these are set by UHI.

Purpose of report:

To present the FE and HE fees for 2025/2026 and ask for the Board of Management to approve the FE fees and to note the HE fees, which are set by UHI.

Background

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

FE and HE Fees for 2025/26

FE Fees

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

In terms of the propsed FE tuition fees for 2024/25, at present, the current inflation rate is 3%. Therefore, the proposal is to increase FE fees by 3% for 2025/26. When considering the FE tuition fees it's worth noting the following:

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

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

HE Fees

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

U·HI INVERNESS

DRAFT Tuition Fees & Charges 2025/26

Further Education		Fees for 2025/26	Fees for 2024/25	Increase in Fees from 2024/25	Comments
SVQ (Scottish Vocational Qualification) & NQ's (National Qualifications NC)					
Full-time per year - Scottish Students		£1,899	£1,844	£55	
Full-time per year RUK Students		£6,333	£6,149	£184	
Full-time per year International including EU Students		£6,333	£6,149	£184	
Part-time - per NC single credit unit - Scottish Students		£130	£126	£4	
Part-time - per NC single credit unit - RUK Students		£515	£500	£15	
Part-time - per NC single credit unit - International including EU Students		£515	£500	£15	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor)		£166	£161	£5	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor) RUK & International Students		£554	£538	£16	
Highers, National 4 & 5- Scottish Students		£382	£371	£11	
Highers - RUK & International		£1,544	£1,499	£45	
Department Specific Courses **Energy, Technology & the Built Environment**					
NC Engineering & SVQ Level 2 Performance Engineering Operations		£3,310	£3,214	£96	
SVQ Level 2 Performance Engineering Operations only		£1,899	£1,844	£55	

		Fees for 2025/26		Fees for 2024/25		Increase in Fees from 2024/25	
							Comments
Care Sections - IC - Fees are with Fiona Skinner to consult with Academic Partners							
CPD Leading & Managing Care Services		£1,095		£1,063		£32	
PDA Health & Social Care Administration of Medication		£182		£177		£5	
PDA Health & Social Care Supervision		£299		£290		£9	
PDA Internal Verification of Workplace Assessment Level 8		£584		£567		£17	
PDA Medical Administration - 8 Credits - over 2 years		£365		£354		£11	
PDA Mental Health Peer Support 2 Credits		£267		£259		£8	
PDA Promoting Excellence in Dementia Skilled Practice		£409		£397		£12	
PDA Workplace Assessment Using Direct & Indirect Methods		£584		£567		£17	
SVQ 4 Care Courses - with an Assessor - Course Fee		£2,228		£2,163		£65	
SVQ Level 2 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support		£222		£216		£6	
SVQ Level 2 (6 SVQ units) - All Care Courses - Course Fee - with Assessor		£993		£964		£29	
SVQ Level 3 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support		£222		£216		£6	
SVQ Level 3 (8 SVQ units) - All Care Courses - Course Fee - with Assessor		£1,324		£1,285		£39	
SVQ Level 4 - Health & Social Care - Additional Fee if not completed within 18 months, 3 months extra support		£222		£216		£6	
Business - IC							
PDA Book Keeping		£365		£354		£11	HE Fee set by UHI - IC do 4 credits
PDA Information Technology in Business		£274		£266		£8	HE Fee set by UHI - Only 3 credits
PDA Office Administration - 4 Credits		£365		£354		£11	
ESOL - IC							
ESOL Advanced		£842		£817		£25	
ESOL Advanced - International		£3,396		£3,297		£99	
ESOL Lower Elementary - Upper Elementary		£631		£613		£18	
ESOL Lower Elementary - Upper Elementary International		£2,534		£2,460		£74	
IELTS Exam Preparation - ESOL Students		£160		£155		£5	

		Fees for 2025/26		Fees for 2024/25		Increase in Fees from 2024/25	
							Comments
Forestry - IC							
PDA Forestry Operation - 7 Credits		£639		£620		£19	
Construction and Built Environment							
PDA Bricklaying - 8 Credits		£730		£709		£21	
PDA Carpentry & Joinery - 8 Credits		£730		£709		£21	
PDA Painting & Decorating - 7 Credits		£639		£620		£19	
Hair Department							
SVQ 2 Barbering (Evening - price over two years, charged on a yearly basis)		£1,217		£1,182		£35	
SVQ 2 Barbering (module fee) - full course 8 credits		no fee, but occasional adj needed		no fee, but occasional adj needed		£0	
Other							
ESA Education Support Assistance - 9 x NC Credits		£1,165		£1,131		£34	
CPD Counselling skills certificate (Cosca)		£456		£443		£13	

2025-26 | 2024-25 fees are shown in the second set of tables below. | No change from last year | TBC

UNDERGRADUATE (full-time/per year) - course webpages identify the correct fee allocated depending on on-campus/online options.

Fee status	Scotland domiciled SC [1],[2]		EU/EEA/Swiss nationals with settled or pre-settled status in the UK SCEU		Rest of UK domicile (For on-campus degree students, 4th year free for continuous study) [3] RUK		RUKO		EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or migrant workers with pre-settled status in the UK. INTEU [4]		INTEUO		International (non-EU domicile) INT		INTO		RUK bursaries [5]	
	On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland). Includes EU nationals with settled or pre-settled status with term-time address in the rest of the UK		On-campus (term-time address in Scotland)		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland) with			
	FT	Per unit			FT	Per unit	FT	Per unit	FT	Per unit	FT	Per unit	FT	Per unit	FT	Per unit	income	F/T
HNC/D - (15 units)	1285	86	1285	86	7440	496.00	n/a	n/a	8925	595	n/a	n/a	8925	595.00	n/a	n/a	<20.0k	1665.00
	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	<22.5k	1110.00
BA, BLitt, BA(Hons), BLitt(Hons), MA(Hons) - (120 credits)	1820	15.25	1820	15.25	9250	77.08	6420	53.50	12,870	107.25	7080	59.00	15,870	132.25	7080	59.00	<25.0k	555.00
South Asia scholarship applicable to above:10% discount [6]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1587	n/a	n/a	n/a		
BSc, BEng, BSc(Hons), BEng(Hons) - (120 credits)	1820	15.25	1820	15.25	9250	77.08	6420	53.50	12,948	107.90	7800	65.00	16,950	141.25	7800	65.00		
South Asia scholarship applicable to above:10% discount [6]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1695	n/a	n/a	n/a		
CertHE and DipHE (same fee as HN for fundable Scottish & SCEU) [7]	1285	10.75	1285	10.75	7440	62.00	6420	53.50	8,925	74.38	7080	59.00	8,925	74.38	7080	59.00		
Education PGDE (Primary or Secondary) (120 credits)	1820	15.25	1820	15.25	9250	77.08	n/a	n/a	12,870	107.25	n/a	n/a	15,870	132.25	n/a	n/a		
Teaching qualification FE (SCQF 9) CPD Awad (60 credits) (Part-time)	1500	n/a	1500	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3540	n/a	n/a	n/a	3540	n/a		
Nursing BSc [8]	1820	n/a	1820	n/a	9250	n/a	n/a	n/a	12,950	n/a	n/a	n/a	16,950	n/a	n/a	n/a		
Minor Injuries Management CPD	n/a	37.5	n/a	37.5	n/a	37.5	n/a	n/a	n/a	50.5	n/a	n/a	n/a	50.50	n/a	n/a		

1= Scottish government set undergraduate fees. This fee status and fee level also applies to Republic of Ireland students meeting the residency conditions of 3 years in the UK, EEA, EU or Switzerland (check fee status codes and evidence spreadsheet for more detail)

2=Note that EU nationals starting pre-2021-22 who were eligible for Scottish Government funding support (EU fee status) will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study) including where they are progressing through a 'top-up' degree structu

3=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.

4=Published fee is the same as international students but with a guaranteed discount for all (£3k for BA/BA (Hons) and £4k for BSc, BSc (Hons), BEng, BEng (Hons), plus on-campus degree students, 4th year free for continuous study).

5=See fee policy for application and eligibility for RUK bursary

6= Applied as a discount by HAP for applicants whose INT fee domicile is Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka (see fees policy for more detail

7= See course webpage for the fees for the Professional Golf PGA DipHE

8= SC students eligible for NHS bursary.

Not all programmes are validated for delivery in all territories and for all modes of delivery

POSTGRADUATE (Masters = 180 credits)

	Scotland domiciled SC [9]		EU/EEA/Swiss nationals with settled or pre-settled status in the UK SCEU		Rest of UK domicile RUK		RUKO [10]		EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or mgirant workers with pre-settled status in the UK. INTEU [11]		INTEUO [12]		International (non-EU domicile)			
	On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland)		On-campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland)	
	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit
Advanced Nurse Practitioner/Professional Practice MSc	6750	37.50	6750	37.50	n/a	n/a	6750	37.50	n/a	n/a	9090	50.5	n/a	n/a	9090	50.5
Applied Data Analytics MSc	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	8100	45.00	16,200	90.00	10800	60.00
Applied Social Sciences: Globalisation and Crime MSc	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	8100	45.00	16,200	90.00	10800	60.00
Aquaculture, Environment and Society MSc (2 years)	€ 5,000	n/a	€ 5,000	n/a	€ 5,000	n/a	n/a	n/a	€ 5,000	n/a	n/a	n/a	€ 10,000	n/a	n/a	n/a
Archaeological Practice MSc	5490	30.50	5490	30.50	7695	42.75	n/a	n/a	12150	67.50	n/a	n/a	16,200	90.00	n/a	n/a
Archaeological Studies MLitt	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	8100	45.00	16,200	90.00	10800	60.00
Art and Social Practice MA	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00
Business Administration MBA (Aviation) On-campus	5490	30.50	5490	30.50	7695	42.75	n/a	n/a	12150	67.50	n/a	n/a	16,200	90.00	n/a	n/a
Business Administration MBA (Aviation) online	7,488	41.60	7,488	41.60	n/a	n/a	7488	41.60	n/a	n/a		0.00	n/a	n/a	7488	41.60
Business Administration MBA (Executive) on-campus	5490	30.50	5490	30.50	7695	42.75	n/a	n/a	12150	67.50	n/a	n/a	16,200	90.00	n/a	n/a
Business Administration MBA (Executive) online	7,488	41.60	7,488	41.60	n/a	n/a	7488	41.60	n/a	n/a		0.00	n/a	n/a	7488	41.60
Business Administration MBA (Environment) online only	n/a	38.50	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50
Business Administration MBA (Resilience) online only	n/a	38.50	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50
Business Administration MBA (Renewable Energy) online only	7,488	41.60	7,488	41.60	n/a	n/a	7488	41.60	n/a	n/a		0.00	n/a	n/a	7488	41.60
Children and Young People's Participation and Leadership MA	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00

Course	SC fee	SC	SCEU fee	SCEU	RUK fee	RUK	RUKO fee	RUKO	INTEU fee	INTEU	INTEUO fee	INTEUO	INT fee	INT	INTO fee	INTO	Notes
Coastal and Maritime Societies and Cultures MLitt	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Contemporary Art and Archaeology MA	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	n/a	n/a	16,200	90.00	n/a	n/a	
Creative Leadership and Enterprise MA	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Cultar Dùthchasach agus Eachdraidh na Gàidhealtachd MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Digital Pedagogy MEd	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Electrical Engineering MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Engineering (General) MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Equine Leadership and Management PgCert	1830	30.50	1830	30.50	n/a	n/a	2520	42.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Extreme Weather MSc.	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Gaaliec Education MEd	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**Funded by Scottish Government**
Health & Wellbeing MA	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Healthcare Quality Improvement PG Cert	1830	30.50	1830	30.50	n/a	n/a	2520	42.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Health Leadership and Management PgCert (60 credits)	1830	30.50	1830	30.50	n/a	n/a	2520	42.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Highlands & Islands Literature MLitt	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	8100	45.00	16,200	90.00	10800	60.00	
History MLitt	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
History and Archaeology of the H&I MLitt	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
History of the Highlands & Islands MLitt	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Human Resource Management MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Infection Prevention and Control MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Interpretation: Management and Practice MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Island Studies MLitt	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	8100	45.00	16,200	90.00	10800	60.00	
Leadership and Management MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Management in Golf PgCert	1830	30.50	1830	30.50	n/a	n/a	2520	42.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Minor Injuries Management L11 CPD Awards	n/a	37.50	n/a	37.50	n/a	37.50	n/a	n/a	n/a	50.50	n/a	n/a	n/a	50.50	n/a	n/a	
Mechanical Engineering MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Music MMus	5490	30.50	5490	30.50	7695	42.75	n/a	n/a	12150	67.50	n/a	n/a	16,200	90.00	n/a	n/a	
Music and the Environment MA	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Net Zero Communities MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Outdoor and Adventure Therapeutic Practice PgCert	1830	30.50	1830	30.50	n/a	n/a	2520	42.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Psychology (conversion) MSc	6500	36.11	6500	36.11	n/a	n/a	6500	36.11	n/a	n/a	n/a	n/a	n/a	n/a	10800	60.00	
Research Methods PgCert (60 credits)	1830	30.50	1830	30.50	n/a	n/a	7560	126.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Resilience Leadership and Management PgCert	1830	30.50	1830	30.50	n/a	n/a	2520	42.00	n/a	n/a	2700	45.00	n/a	n/a	3600	60.00	
Rural Advanced Practice MSc.	4650	37.50	4650	37.50	n/a	n/a	4650	37.50	n/a	n/a	6210	50.50	n/a	n/a	6210	50.50	RPL of 60 credits (£150), plus 3x2
Scottish Heritage MLitt	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Specialist Qualification in Headship MEd	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Sustainable Energy Solutions MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Sustainable Mountain Development MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Sustainability and Rural Regeneration MSc.	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Teaching Qualification Further Education PgCert	1500	n/a	1500	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3240	n/a	
Tertiary and Higher Education MEd	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Theology, Worldview and Culture Mlitt	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Tourism MSc	5490	30.50	5490	30.50	n/a	n/a	7560	42.00	n/a	n/a	8100	45.00	n/a	n/a	10800	60.00	
Viking Studies MLitt	5490	30.50	5490	30.50	7695	42.75	7560	42.00	12150	67.50	8100	45.00	16,200	90.00	10800	60.00	

Gaelic Education MEd: note - funded by the Scottish Government therefore no tuition fees will be payable by students. Eligibility for this course is dependent on being registered with the General Teaching Council for Scotland (GTCS).

9=Note that EU nationals starting pre-2021-22 who were assessed as EU fee status will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study).
10=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.
11=INTEU published fee the same as international but with a 25% fee discount for all
12= INTEUO published fee the same as international but with a 25% fee discount for all

Note: For UG and PGT, the university operates a no fee increase guarantee for self-funding students.

2024-25

UNDERGRADUATE (full-time/per year) - course webpagesidentify the correct fee allocated depending on on-campus/online options.	Scotland domiciled	EU/EEA/Swiss nationals with settled or pre-settled status in the UK	Rest of UK domicile (For on-campus degree students, 4th year free for continuous study) [3]		EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or mgirant workers with pre-settled status in the UK.		International (non-EU domicile)	
Fee status	SC [1], [2]	SCEU	RUK	RUKO	INTEU [4]	INTEUO	INT	INTO

	On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland). Includes EU nationals with settled or pre-settled status with term-time address in the rest of the UK		On-campus (term-time address in Scotland)		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland) with		RUK bursaries [5]	
	FT	Per unit			FT	Per unit	FT	Per unit	FT	Per unit	FT	Per unit	FT	Per unit	FT	Per unit	income	F/T
HNC/D - (15 units)	1285	86	1285	86	7110	474.00	n/a	n/a	8775	585	n/a	n/a	8775	585.00	n/a	n/a	<20.0k	1665.00
	F/T	Per credit	F/T	er credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	F/T	Per credit	<22.5k	1110.00
BA, BLitt, BA(Hons), BLitt(Hons), MA(Hons) - (120 credits)	1820	15.25	1820	15.25	9250	77.10	6120	51.00	11,988	99.90	6960	58.00	14,988	124.90	6960	58.00	<25.0k	555.00
South Asia scholarship applicable to above:10% discount [6]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1498.8	n/a	n/a	n/a		
BSc, BEng, BSc(Hons), BEng(Hons) - (120 credits)	1820	15.25	1820	15.25	9250	77.10	6120	51.00	11,996	99.97	7692	64.10	15,996	133.30	7692	64.10		
South Asia scholarship applicable to above:10% discount [6]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1599.6	n/a	n/a	n/a		
CertHE and DipHE (same fee as HN for fundable Scottish & SCEU) [7]	1285	10.75	1285	10.75	7110	59.25	6120	51.00	8,775	73.13	6960	58.00	8,775	73.13	6960	58.00		
Education PGDE (Primary or Secondary) (120 credits)	1820	15.25	1820	15.25	9250	77.10	n/a	n/a	11,988	99.90	n/a	n/a	14,988	124.90	n/a	n/a		
Teaching qualification FE (SCQF 9) CPD Awad (60 credits) (Part-time)	1500	n/a	1500	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3480	n/a	n/a	n/a	3480	n/a		
Nursing BSc [8]	1820	n/a	1820	n/a	9250	n/a	n/a	n/a	15,996	n/a	n/a	n/a	15,996	n/a	n/a	n/a		
Minor Injuries Management CPD	n/a	37.5	n/a	37.5	n/a	37.5	n/a	n/a	n/a	50.5	n/a	n/a	n/a	50.50	n/a	n/a		

1= Scottish government set undergraduate fees. This fee status and fee level also applies to Republic of Ireland students meeting the residency conditions of 3 years in the UK, EEA, EU or Switzerland (check fee status codes and evidence spreadsheet for more detail)

2=Note that EU nationals starting pre-2021-22 who were eligible for Scottish Government funding support (EU fee status) will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study) including where they are progressing through a 'top-up' degree structu

3=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.

4=Published fee is the same as international students but with a guaranteed discount for all (£3k for BA/BA (Hons) and £4k for BSc, BSc (Hons), BEng, BEng (Hons), plus on-campus degree students, 4th year free for continuous study).

5=See fee policy for application and eligibility for RUK bursary

6= Applied as a discount by HAP for applicants whose INT fee domicile is Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka (see fees policy for more detail

7= See course webpage for the fees for the Professional Golf PGA DipHE

8= SC students eligible for NHS bursary.

Not all programmes are validated for delivery in all territories and for all modes of delivery

POSTGRADUATE (Masters = 180 credits)	Scotland domiciled		EU/EEA/Swiss nationals with settled or pre-settled status in the UK		Rest of UK domicile				EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or mgrant workers with pre-settled status in the UK.				International (non-EU domicile)			
	SC [9]		SCEU		RUK		RUKO [10]		INTEU [11]		INTEUO [12]					
	On and off campus (with term-time address in Scotland)		On and off campus (with term-time address in Scotland)		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland)		On-campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK		On campus (with term-time address in Scotland)		Off campus (with no term-time address in Scotland)	
	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit	FT/FTE	Per credit
Advanced Nurse Practitioner/Professional Practice MSc	6750	37.50	6750	37.50	n/a	n/a	6750	37.50	n/a	n/a	9090	50.5	n/a	n/a	9090	50.5
Algal Biotechnology and Bioeconomy MSc	9500	n/a	9500	n/a	9500	n/a	n/a	n/a	11245	n/a	n/a	n/a	14,994	n/a	n/a	n/a
Applied Data Analytics MSc	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	7497	41.65	14,994	83.30	9990	55.50
Applied Social Sciences: Globalisation and Crime MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Aquaculture, Environment and Society MSc (2 years)	€ 5,000	n/a	€ 5,000	n/a	€ 5,000	n/a	n/a	n/a	€ 5,000	n/a	n/a	n/a	€ 10,000	n/a	n/a	n/a
Archaeological Practice MSc	5256	29.20	5256	29.20	7128	39.60	n/a	n/a	11250	62.50	n/a	n/a	14,994	83.30	n/a	n/a
Archaeological Studies MLitt	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	7497	41.65	14,994	83.30	9990	55.50
Art and Social Practice MA	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
British Studies MLitt	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	n/a	n/a	14,994	83.30	9990	55.50
Business Administration MBA (Aviation) On-campus	5256	29.20	5256	29.20	7128	39.60	n/a	n/a	14,994	83.30	n/a	n/a	14,994	83.30	n/a	n/a
Business Administration MBA (Aviation) online	7,488	41.60	7488	41.60	n/a	n/a	7488	41.60	n/a	n/a	7488	41.60	n/a	n/a	7488	41.60
Business Administration MBA (Executive) on-campus	5256	29.20	5256	29.20	7128	39.60	n/a	n/a	14,994	83.30	n/a	n/a	14,994	83.30	n/a	n/a
Business Administration MBA (Executive) online	7,488	41.60	7488	41.60	n/a	n/a	7488	41.60	n/a	n/a	7488	41.60	n/a	n/a	7488	41.60
Business Administration MBA (Environment) online only	n/a	38.50	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50
Business Administration MBA (Resilience) online only	n/a	38.50	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50	n/a	n/a	n/a	38.50
Business Administration MBA (Renewable Energy) online only	7,488	41.60	7488	41.60	n/a	n/a	7488	41.60	n/a	n/a	7488	41.60	n/a	n/a	7488	41.60
Children and Young People's Participation and Leadership MA	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Coastal and Maritime Societies and Cultures MLitt	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Contemporary Art and Archaeology MA	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	n/a	n/a	14,994	83.30	n/a	n/a
Creative Leadership and Enterprise MA	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Critical Enquiry Med	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cultar Dùthchasach agus Eachdraidh na Gàidhealtachd MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Digital Pedagogy MEd	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Electrical Engineering MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Engineering (General) MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50

Course																
Equine Leadership and Management PgCert	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Festival and Events Management PgcCert	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Gaaliec Education MEd	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Health & Wellbeing MA	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Healthcare Quality Improvement PG Cert	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Health Leadership and Management PgCert (60 credits)	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Highlands & Islands Literature MLitt	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	7497	41.65	14,994	83.30	9990	55.50
History MLitt	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
History and Archaeology of the H&I MLitt	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
History of the Highlands & Islands MLitt	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Human Resource Management MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Infection Prevention and Control MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Interpretation: Management and Practice MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Island Studies MLitt	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	7497	41.65	14,994	83.30	9990	55.50
Leadership and Management MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Management in Golf PgCert	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Minor Injuries Management L11 CPD Awards	n/a	37.50	n/a	37.50	n/a	37.50	n/a	n/a	n/a	50.50	n/a	n/a	n/a	50.50	n/a	n/a
Mechanical Engineering MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Music MMus	5256	29.20	5256	29.20	7128	39.60	n/a	n/a	11250	62.50	n/a	n/a	14,994	83.30	n/a	n/a
Music and the Environment MA	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Net Zero Communities MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Oral Health Science MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Orkney & Shetland Studies MLitt	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	7497	41.65	14,994	83.30	9990	55.50
Outdoor and Adventure Therapeutic Practice PgCert	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Psychology (conversion) MSc	6500	36.11	6500	36.11	n/a	n/a	6500	36.11	n/a	n/a	n/a	n/a	n/a	n/a	9990	55.50
Research Methods PgCert (60 credits)	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Resilience Leadership and Management PgCert	1752	29.20	1752	29.20	n/a	n/a	2520	42.00	n/a	n/a	2499	41.65	n/a	n/a	3330	55.50
Rural Advanced Practice	4650	37.50	4650	37.50	n/a	n/a	4650	37.50	n/a	n/a	6210	50.50	n/a	n/a	6210	50.50
Scottish Heritage MLitt	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Specialist Qualification in Headship MEd	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Sustainable Energy Solutions MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Sustainable Mountain Development MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Sustainable Rural Development MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Teaching Qualification Further Education PgCert	1500	n/a	1500	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3240	n/a
Tertiary and Higher Education MEd	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Theology, Worldview and Culture Mlitt	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Tourism MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	7497	41.65	n/a	n/a	9990	55.50
Viking Studies MLitt	5256	29.20	5256	29.20	7128	39.60	7020	39.00	11250	62.50	7497	41.65	14,994	83.30	9990	55.50
Web Technologies MSc	5256	29.20	5256	29.20	n/a	n/a	7020	39.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Funded by Scottish Government (Gaaliec Education MEd)

Rural Advanced Practice: RPL of 60 credits (£150), plus 3x2...

Gaelic Education MEd: note - funded by the Scottish Government therefore no tuition fees will be payable by students. Eligibility for this course is dependent on being registered with the General Teaching Council for Scotland (GTCS).

9=Note that EU nationals starting pre-2021-22 who were assessed as EU fee status will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study).
10=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.
11=INTEU published fee the same as international but with a 25% fee discount for all
12= INTEUO published fee the same as international but with a 25% fee discount for all

Note: For UG and PGT, the university operates a no fee increase guarantee for self-funding students.

UHI INVERNESS

Subject/Title:	Student Recruitment 2025/26
Author: [Name and Job title]	Jane Maclennan, Information Systems Manager
Meeting:	Board of Management
Meeting Date:	25th March 2025
Date Paper prepared:	17th March 2025
Brief Summary of the paper:	To provide the committee with the status of current recruitment for 2025/26
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:**:** a) compliance • partnership services • risk management • strategic plan • new opportunity/change	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience
Equality and Diversity implications:	Yes – equity of the student experience
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 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

Student Recruitment 2025/26

Executive summary

The report provides a summary of current recruitment for 2025/26. At the time of writing the number of FE applications is greater than the previous 4 years, and whilst there are fewer applications for HE courses than this time last year, acceptances are 7% higher.

2025/26 Recruitment

FE

Applications for FE courses including Senior Phase are at the level highest since 2018. Currently, 41% of applications are for Senior Phase courses, which close for application on 31st March 2025.
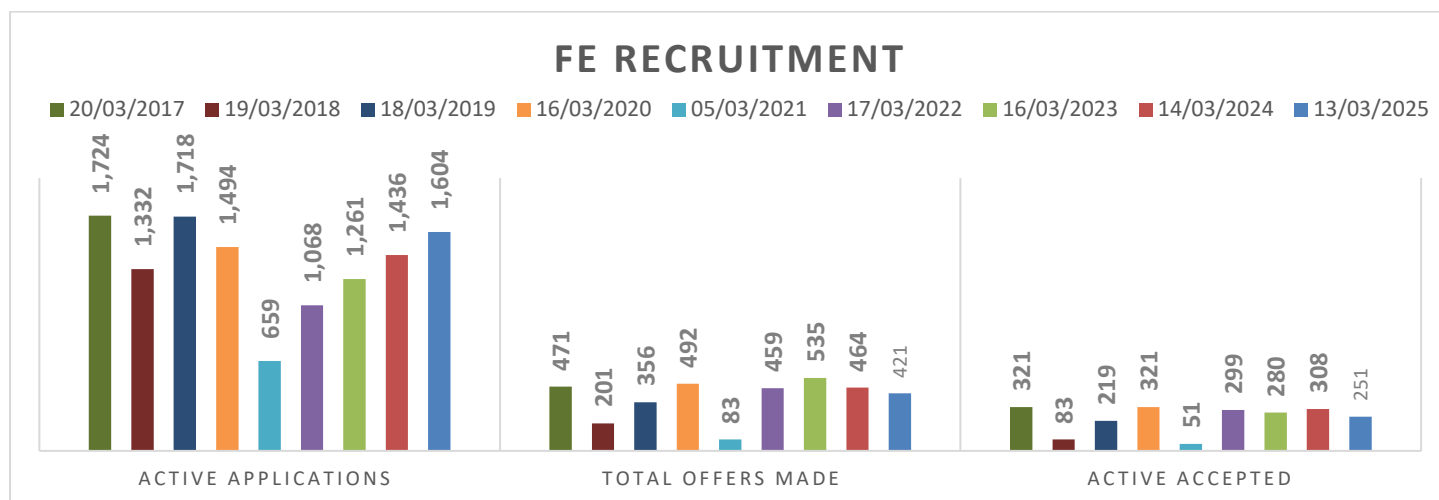
	Senior Phase Active Applications	% of all active applications
17/03/2025	667	42%
14/03/2024	530	37%
16/03/2023	446	35%

HE

HE active applications are lower than this time last year, however acceptances are at the highest level shown.
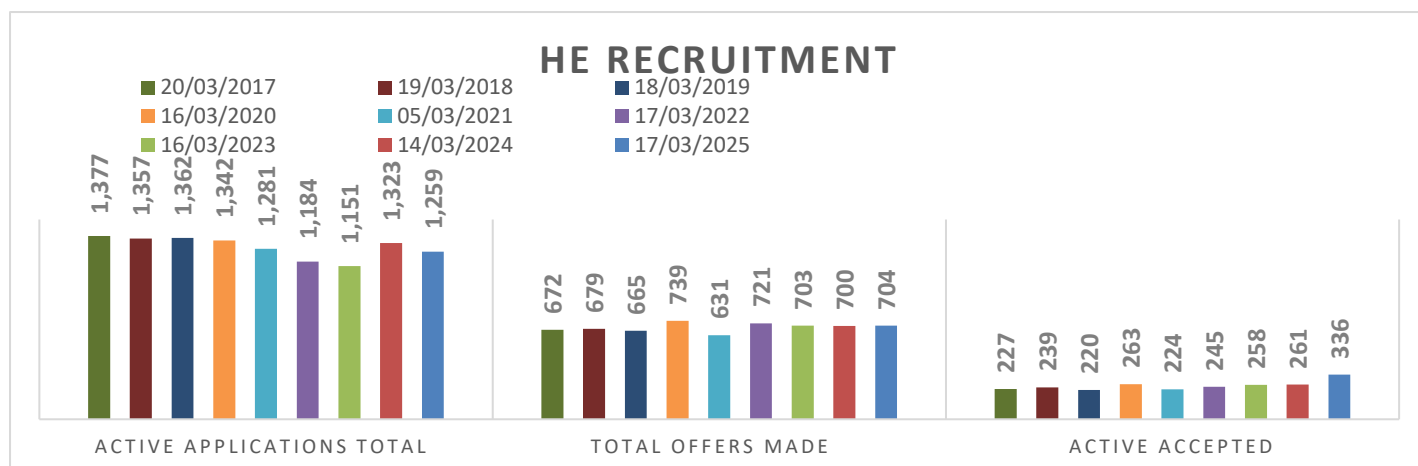
Of the active applications received the largest growth area is for HNC full-time courses.

Full time First Year Applications	16/03/2023	% of F1	14/03/2024	% of F1	13/03/2025	% of F1
HNC F1	379	50.7%	496	53.3%	510	59.0%
HND F1	48	6.4%	51	5.5%	18	2.1%
Degree Yr 1	320	42.8%	384	41.2%	337	39.0%
Total F1	747		931		865	

Acceptances are 7% higher than last year and of those applicants who have had an offer made, 48% have accepted to date.

Jane Maclennan
Information Systems Manager

UHI INVERNESS
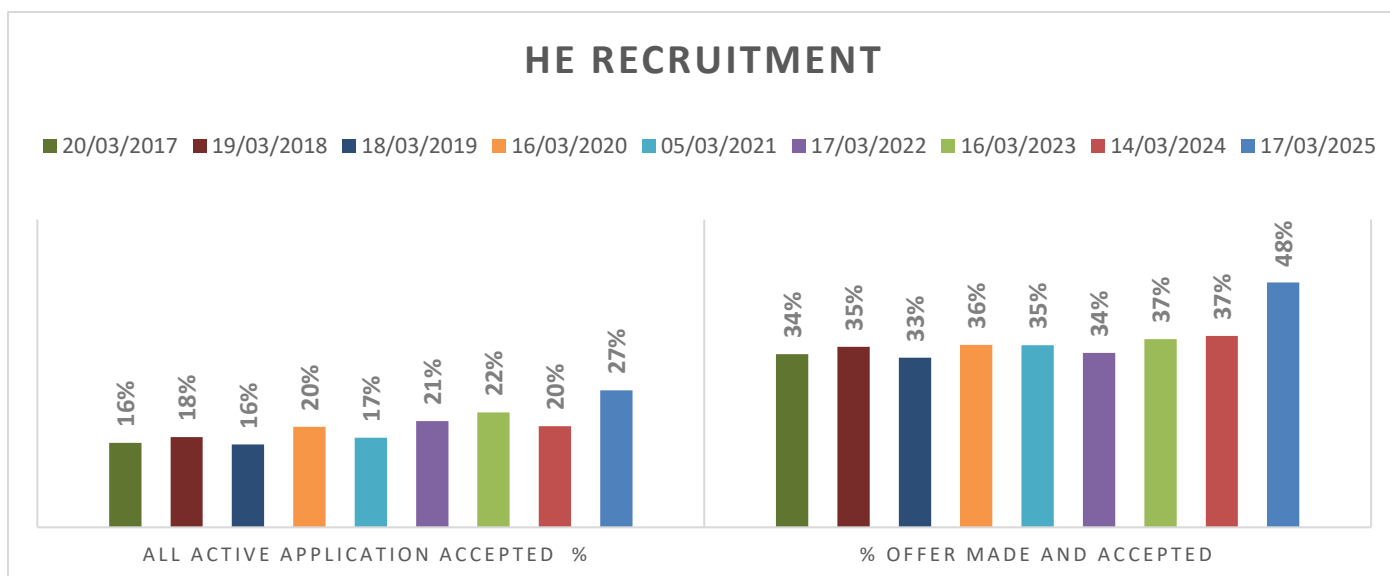
Board of Management

Subject/Title:	KPI Report
Meeting and date:	Board of Management – 25 Mar 25
Author:	Martin Whyte
Date Paper Prepared:	19 Mar 25
Decision, Discussion or Noting:	Noting / Discussion
Link to Strategic Plan:	**Links to all strategic objectives**
Cost implications:	~~Yes~~ / No *(delete as applicable)* **If yes, please specify:**
Risk assessment:	~~Yes~~ / No *(delete as applicable)* **If yes, please specify:** Financial: Operational: Organisational:

Recommendation(s)

Note the year-to-date performance measures as at period 7, 28th February 2025.

Main body of information

The KPI table for period 7, February 2025, accompanies the paper and presents performance for each measure against the respective targets profiled for the period.

Thirty-three measures are in scope year to date, nineteen of which were measured in period 7. Fifteen are satisfactory (Green), twelve are unsatisfactory (Red), and six are marginal (Amber).

Comments on specific performance measures

HE Active Applications. Serial 1. 94,7%. Red
YTD performance of active applications was behind plan at the end of February. 1,231 applications against 1,300 planned. Applications have increased since the end of the month but do remain behind plan. However, the number of Accepted Offers is over 60 greater than at the same period last year and the conversion percentage has improved.

FE Active Applications. Serial 2. 148.1%. Green.

Very strong performance YTD. The target profile increases substantially in March (to 2,000) so a strong start is welcome. Intention to progress discussions take place in March and applications increase.

FE Credits. Serial 3. 107.2%. Green.
We have exceeded our SFC FE Credits threshold for the academic year. There will be a small amount of additional FE Credits to add before the year end.

Apprenticeship starts (contract year). Serial 4. 75.7%. Red.
253 starts against YTD objective 334. The outturn for new starts is expected to be 272 by the end of the contract period (31 March 25). Note, although new starts will fall short of target, the number is expected to be consistent with the previous year (276) which will maintain the high average apprentices in learning (see measure serial 5).

Apprentices in learning (average in year). Serial 5. 105.6%. Green.
Strong performance YTD with an average of 713 apprentices in learning throughout the year.

Apprenticeship Income. Serial 6. 124.1%. Green
£913k apprenticeship revenue against £736k plan YTD. Excellent performance YTD. FIPS tracker indicates that funding claims are being submitted in a timely manner which reduces the risk of claims being declined and income matching the profile.

Commercial Short Course Income. Serial 8. 52.1%. Red
£30,406 against plan £58,335 YTD. Fewer courses completed than had been anticipated primarily due to staffing capacity. £18k of Heat Pump courses undertaken in February, which is activity attributed to Business Solutions but recorded under 'Other Grant Income' as funded by UKSPF.

HE FTE (APC figures). Serial 11. 99.4%. Amber.
Data as at the end of February has us marginally behind APC Target of 1,319FTE at 1,311 FTE. A small amount of student unit/module loading is to be completed which will bring us over APC target.

MA Successful Outcomes (contract year). Serial 32. 64.3%. Red.
Performance as of the end of January was 64.1%, so a marginal increase in performance in February, Objective remains 75%. Apprenticeship outcomes features on monthly data reporting for each subject area with scrutiny from TELs and VPs. Outcome reporting is variable due to timing differences in resulting, verifying, or in some cases due to limitations imposed by SDS.

Mental Health Support appt. Serial 35. 102.9%. Green.
98% of all enquiries received an appointment within 3-10 working days in February. Objective is 95%. The counselling team continue to deliver a fantastic service to our students.

Learning Support appt offered for 6-20 working days. Serial 36. 105.3% Green.
YTD performance is 100% of ASN appointments receiving an appointment within 6-20 working days. Tremendous. Despite concerns that a large increase in referrals coming

forward (approach to exams/assessments) the team managed to maintain 100% appointments.

Number of workplace injuries. Serial 47. 76.3%. Green
YTD 87 reported injuries compared to expectation of 114. Pleasing to see numbers are lower than 23-24 with 'only' 7 additional injuries reported in February. HS&S Manager continues to monitor and identify trends.

Forecast Outturn Operational Surplus/Deficit. Serial 53. 128.9% Red.
Outturn is forecast to be £967,000 deficit against a budgeted deficit of £750,000. The second round of budget monitoring reviews took place at the end of February with all budget holders providing updates on expected income and expenditure for the remainder of the year. Scrutiny over costs and income continues. Director of Finance & Estates paper will have further detail.

CO2 Emissions on Utilities (gross) tonnes. Serial 60. 85.6%. Green.
YTD 61 tonnes under expectation, an improvement of 5 tonnes from the previous period. 366 tonnes vs expectation of 427 tonnes as at the end of February. Commendable performance year to date.

Estates reactive task completion rate %. Serial 62. 98.7% Amber.
94.7% YTD against plan 96%. Supervisor to monitor task completion to bring performance above the objective.

GTFM reactive task completion rate %. Serial 63. 98.6%. Amber.
93.7% YTD completion rate against 95% objective. Estates to continue to monitor and work with GTFM to improve this measure.

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

Performance Measures
AY: 2024-2025

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

	AY Start	01 Aug 2024	Key:
	Today	19 Mar 2025	
	Period Month	February	
	No.Periods YT	7	

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

	Measure	Measurement Frequency	2023/24 Actual	2024/25 Target	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1333	1,400.0	1,300	1,231	94.7%
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2281	2,300.0	700	1,037	148.1%
3	FE Credits	Monthly	26543	26,442	25,000	26,807	107.2%
4	Apprenticeship starts	Monthly	276	374	334	253	75.7%
5	Apprentices in Learning (average in year)	Monthly	664	675	675	713	105.6%
6	Apprenticeship Income (excluding T&A)	Monthly	£1,222,884	£1,259,400	£736,081	£913,263	124.1%
8	Commercial Short Course Income	Monthly	£121,486	£100,000	£58,335	£30,406	52.1%
9	HE enrolments (head count)	Monthly	1,904	1,990	1,990	2,093	105.2%
10	HE enrolments (year one starts)	Annual	697	700	700	637	91.0%
11	HE FTE (APC figures) (from Oct)	Monthly	1,259.6	1,319.0	1,319.0	1,311.2	99.4%
12	Research - Income less expenditure	Biannual	£140,043	-£150,000	-£150,000	-£299,930	-200.0%
13	GA Programmes - New Enrolments	Monthly	92	122	122	192.0	157.4%
14	Senior Phase Enrolments	Annual	667	677	677	574.0	84.8%
18	Early Satisfaction & Engagement Survey (ESES)	Annual	96.0%	96%	96.0%	95.7%	99.7%
23	ESES % Response Rate	Annual	63.3%	60%	60.0%	61.0%	101.7%
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	63.0%	75%	75.0%	64.3%	85.7%
33	FE progression to further FE study	Annual	37.0%	40%	40.0%	39.6%	99.0%
34	FE progression to HE - actual	Annual	30.0%	35%	35.0%	29.7%	84.9%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	99.0%	95.0%	95.0%	98%	102.9%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	96.0%	95.0%	95.0%	100%	105.3%
40	Sickness levels	Quarterly	2.98%	2.58%	2.73%	3.40%	124.8%
41	- Short Term	Quarterly	1.51%			1.50%	
42	- Long Term	Quarterly	1.47%			1.90%	
43	% Staff turnover	Quarterly	2.38%	3.01%	3.37%	2.30%	68.4%
44	PRD completion - full or review	Quarterly	57%	75%	25%	6%	23.6%
47	Number of workplace injuries	Monthly	138	138	114	87	76.32%
48	Number of RIDDOR reportable accidents and illness	Monthly	3			5	
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	79%	80%	80.0%	78.9%	98.6%
53	Forecast Outturn Operational Surplus/(Deficit)	Quarterly	-£309,938	-£750,000	-£750,000	-£967,000	128.9%
59	Room Occupancy - Frequency %	Monthly	36.0%	36.0%	35.0%	42.0%	120.0%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	638	667	427	366	85.6%
61	CO2 Emissions on Waste - Tonnes	Quarterly	11.0%	0.930	0.302	0.200	66.4%
62	Estates reactive task completion rate %	Monthly	95%	96%	96%	94.7%	98.7%
63	GTFM % reactive task completion rate	Monthly	95%	95%	95%	93.7%	98.6%
64	Total % of Capital expenditure budget committed (Aug - March)	2 monthly	100%	100%	75%	100.0%	133.3%

UHI | INVERNESS

Subject/Title:	Governance Update
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	25 March 2025
Date Paper prepared:	17 March 2025
Brief Summary of the paper:	This paper provides the Board of Management with an update on all governance matters.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Governance Compliance
Resource implications:	Yes / No **If yes, please specify**:

Risk implications:	Yes / <mark>No</mark> **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/<mark>No</mark> **If yes, please specify:**
Student Experience Impact:	Yes/<mark>No</mark> If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

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

Board Recruitment

The Search and Nomination Committee meeting took place on Friday 14th March 2025 and looked at current Committee Membership and Skills Matrix in order to ensure the quorate status of all Committees. All Board Members have now been emailed to confirm their current membership and invite new Members to join Committees to ensure that we meet the membership numbers laid out in our Terms of Reference.

Website

The Register of Interest has been updated with responses received and has now been uploaded onto the website. The Bio information for Board Members has also been updated and uploaded.
The website has now been updated with all Committee and Board papers to date and will be reviewed on a monthly basis from now on.

Training

All Board Members have now been enrolled onto the following modules on iHasco:
- Cyber Security Awareness
- GDPR EU Advanced
- Health & Safety for Mangers & Supervisors
- Display Screen Equipment
- Slips, Trips & Falls

Login info has been emailed out to the Board on 5th March 2025.
Reports on completion rates will be coming to the Board as part of the Governance report every 6 months, with first in October 2025.

UHI INVERNESS - BOARD OF MANAGEMENT MEETINGS - 2025/2026 SCHEDULE

Year planner calendar, Aug-25 to Jul-26. Scheduled committee/board meetings:

Month	Date	Day	Meeting
Aug-25	28	Thu	Chairs & PR&R
Sep-25	2	Tue	Audit
Sep-25	4	Thu	HR
Sep-25	9	Tue	LT&R
Oct-25	7	Tue	Board
Nov-25	6	Thu	F&GP
Nov-25	13	Thu	Chairs, S&N & PR&R
Nov-25	20	Thu	HR
Dec-25	2	Tue	LT&R
Dec-25	8	Mon	Joint Audit & F&GP
Dec-25	16	Tue	Board
Feb-26	3	Tue	Board
Feb-26	4	Wed	Board Away Day
Feb-26	26	Thu	Chairs, S&N & PR&R
Mar-26	3	Tue	Audit
Mar-26	5	Thu	F&GP
Mar-26	10	Tue	LT&R
Mar-26	12	Thu	HR
Mar-26	31	Tue	Board
May-26	28	Thu	Chairs, S&N & PR&R
Jun-26	2	Tue	Audit
Jun-26	4	Thu	HR
Jun-26	9	Tue	LT&R
Jun-26	11	Thu	F&GP
Jun-26	23	Tue	Board
Jul-26	7	Tue	Audit

Legend

Key	Description	Time
(blue)	College Closed/Academic Holidays	
(green)	Additional School Holidays for the Highlands	
(yellow)	Board Away Day - 04 February 2026	
Audit Committee		Tuesday 8.30 a.m.
F&GP Committee		Thursday 9.00 a.m.
LT&R Committee		Tuesday, 4.30 p.m.
Chairs, S&N & PR&R		Thursday 8.30 a.m.
Joint Audit & F&GP Committee		
HR Committee		Thursday 9.00 a.m.
Board of Management		Tuesday, 4.30 p.m.

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Subject/Title:	Board Development Plan
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	25 March 2025
Date Paper prepared:	17 March 2025
Brief Summary of the paper:	This paper presents the draft Board Development Cycle of interconnected activities which will maintain and ensure the effectiveness of the Board. This cycle includes: • Recruitment and Cultivation of Board Members • Engagement with Stakeholders • Training and Development of Board Members • Board Effectiveness Reviews From this cycle an Annual Programme for Stakeholder Engagement and an Annual Training Plan will be developed for the upcoming Academic Year.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:**:** ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Ensuring Board Compliance with Code of Good Governance and Code of Conduct.
Resource implications:	Yes / No **If yes, please specify**: Training costs.
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational: Risk if Board is not compliant with relevant legislation and governance.
Equality and Diversity implications:	Yes/No **If yes, please specify:**

Student Experience Impact:	<mark>Yes</mark>/No If yes, please specify: Board Members to engage with students as part of the Annual Programme of Stakeholder Engagement
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp   and
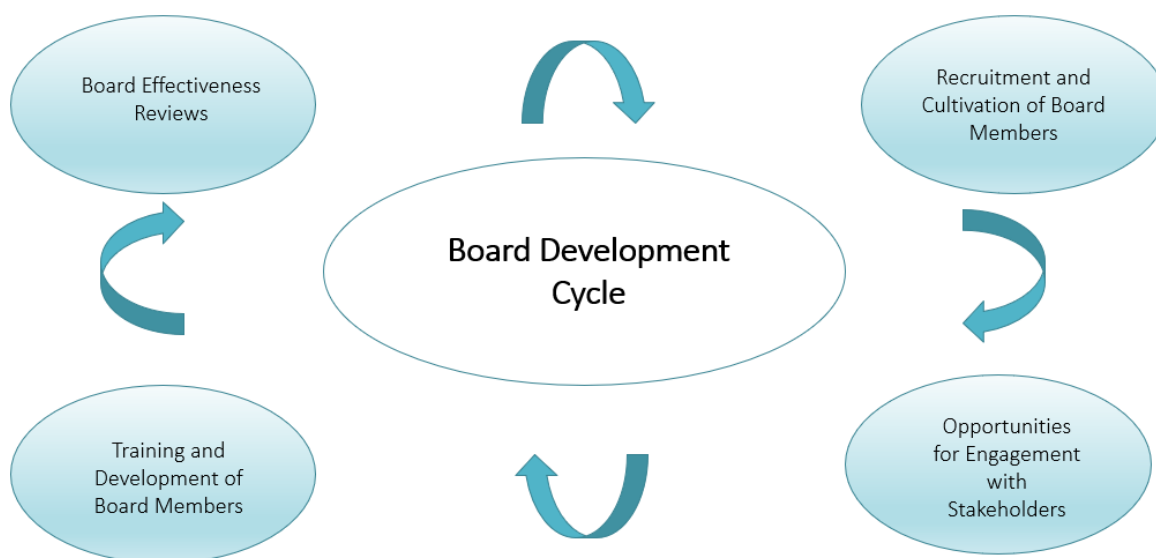
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Background

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

Board Development Cycle

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

Recruitment and Cultivation of Board Members

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

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

College, advises on the role of the Board of Management and provides guidance and information on our Articles of Governance.

- Code of Conduct – the principles of the code and the general conduct which is expected as a Board Member.

- Reading materials to assist members with understanding both the governance of the Board and the Sector Framework.

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

Opportunities for Engagement with Stakeholders

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

Training and Development of Board Members

Board Members should attend regular training, both internal and external.

Actions Required:

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

- Corporate Parenting Training – The Governance Officer will liaise with the Highland Council and all members will undertake this training – session to take place in May 2025, date tbc.

- iHasco modules all Board Members have been enrolled onto:

  - ➢ Cyber Security Awareness
  - ➢ GDPR EU Advanced
  - ➢ Health & Safety for Mangers & Supervisors

➢ Display Screen Equipment

➢ Slips, Trips & Falls

- Governance and Transparency Training – session will be offered by CDN in September 2025, date tbc.
- Board Members will be advised of upcoming OSCR, CDN and any other relevant training. The training plan will be updated as new training sessions are identified.

Board Effectiveness Reviews

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

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

Next Steps:

The Governance Officer will carry out all highlighted actions and will bring to the Board for approval in June 2025, the Annual Programme for Stakeholder Engagement and the Annual Training Plan for the upcoming Academic Year.

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Subject/Title:	Committee & Board Evaluation Feedback 2023/24
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Board of Management
Meeting Date:	25 March 2025
Date Paper prepared:	17 March 2025
Brief Summary of the paper:	Feedback on the Committee & Board Evaluation Process for 2023/24
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting

Link to Strategy: Please highlight how the paper links to, or assists with:**:** ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Governance Compliance
Resource implications:	Yes / <mark>No</mark> **If yes, please specify**:
Risk implications:	Yes / <mark>No</mark> **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/<mark>No</mark> **If yes, please specify:**
Student Experience Impact:	Yes/<mark>No</mark> If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

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

Background

The process of gathering feedback for AY 2023-24 has been affected by a number of issues:

- JISC platform upgrade that took place over summer 2024 has locked previous account and all historical data has been lost
- Time constraints when it came to arranging individual meetings with Committee Chair
- Low engagement rate

Two rounds of evaluation meetings had been offered, and a questionnaire has been sent out to all Members.

Following new approach had been adopted in January 2025:

- The feedback questionnaire has been sent out to all Committee members, not only Board member.
- Professional Development meetings had also been offered to all Committee members, not only Board members. The collected information will be crucial when looking at development opportunities for individual committees and/or the whole Board. To date seven meetings took place.

The cut-off date for completion of the questionnaire had been Sunday 23rd February 2025, and to date nine responses were received in respect of the evaluation of the Committees. The completed evaluation documentation for all Committees will be passed to the Chair of the Board of Management for feedback to be delivered as part of the Board Member Evaluation Process.

Committee Feedback

Nine responses were received and all, anonymised, had been attached as Appendix 1. No issues were highlighted as part of this evaluation process. However, feedback did reference low attendance numbers at meetings during the Academic Year 2023/24. Committee Membership had been looked at at the Search & Nomination

Committee meeting on 14th March with the aim to invite more Board members to consider joining the Committees to make sure all meetings are quorate.

There was one comment left about training needed. To clarify, only Audit Committee members need to undertake additional mandatory training, with other Committees receiving the same training, tailored to the needs of the Board.

Following areas of good practice had been recognised:

- Training offered to all Members

- Skills brought by Members

- Regular legal updates from Anderson and Strathern

Next Steps

The Governance Officer has been in touch with the Quality department to look at internal survey tools that could be used for Board evaluation purposes in the future.

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Audit Committee Evaluation (to be completed by the Audit committee)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	X			
Does the Committee consistently have a quorum?	X			
Do all Committee members attend meetings regularly?	X			
Does the Committee have enough members?	X			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	X			
Have new Committee members received all necessary training?	x			
Does the Committee report regularly to the Board?	x			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	X			
Do the terms of reference include all aspects of the Committee's role?	X			
Does the membership of the Committee need to be changed?		X		
Are the terms of reference adopted by the full Board and reviewed annually?	X			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	x			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	X			
Does the Committee regularly review relevant strategic plans?	X			
Does the Committee consider the level of detail and information it receives appropriate?	X			
Are appropriate internal performance measures monitored by the Committee?	X			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	X			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	X			
Are Committee papers distributed in sufficient time for members to give them due consideration?	X			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	X			
Is the timing of Committee meetings discussed with all involved?	X			

UHI | INVERNESS

Audit Committee Evaluation (to be completed by the Audit committee)

Deadline: Sunday 23rd February 2025

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			Most committee members attend meetings regularly
Does the Committee have enough members?	Y			If there is capacity another member might be useful in case others can't make a meeting
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			
Have new Committee members received all necessary training?	Y			As far as I'm aware
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			
Do the terms of reference include all aspects of the Committee's role?	Y			
Does the membership of the Committee need to be changed?		N		
Are the terms of reference adopted by the full Board and reviewed annually?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			
Are appropriate internal performance measures monitored by the Committee?	Y			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			
Are Committee papers distributed in sufficient time for members to give them due consideration?	Y			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			
Is the timing of Committee meetings discussed with all involved?	Y			

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FGP Committee Evaluation (to be completed by FGP committee)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	x			
Does the Committee consistently have a quorum?	x			
Do all Committee members attend meetings regularly?	x			
Does the Committee have enough members?	x			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	x			
Have new Committee members received all necessary training?	x			
Does the Committee report regularly to the Board?	x			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	x			
Do the terms of reference include all aspects of the Committee's role?	x			
Does the membership of the Committee need to be changed?		x		
Are the terms of reference adopted by the full Board and reviewed annually?	x			

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Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	x			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	x			
Does the Committee regularly review relevant strategic plans?	X			
Does the Committee consider the level of detail and information it receives appropriate?	X			
Are appropriate internal performance measures monitored by the Committee?	X			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	x			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	X			
Are Committee papers distributed in sufficient time for members to give them due consideration?	X			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	X			
Is the timing of Committee meetings discussed with all involved?	X			

UHI INVERNESS

FGP Committee Evaluation (to be completed by FGP committee)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	X			
Does the Committee consistently have a quorum?	X			Sometimes, due to personal reasons or unforeseen circumstances, we may not be able to achieve a quorum.
Do all Committee members attend meetings regularly?	X			
Does the Committee have enough members?	X			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	X			Not just one, but several members come from the relevant background.
Have new Committee members received all necessary training?	X			Ongoing training programs are available for members to enhance their skills and knowledge.
Does the Committee report regularly to the Board?	X			100%

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	X			
Do the terms of reference include all aspects of the Committee's role?	X			
Does the membership of the Committee need to be changed?		X		It's beneficial to have more memberships for better practice.
Are the terms of reference adopted by the full Board and reviewed annually?	X			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	X			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	X			
Does the Committee regularly review relevant strategic plans?	X			It is a key part of the board's strategic plan.
Does the Committee consider the level of detail and information it receives appropriate?	X			
Are appropriate internal performance measures monitored by the Committee?	X			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	X			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	X			Ludka provides exceptional support and performance.
Are Committee papers distributed in sufficient time for members to give them due consideration?	X			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	X			
Is the timing of Committee meetings discussed with all involved?	X			Yes, but sometimes it requires more time due to the meeting agenda.

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HR Committee Evaluation (to be completed by HR committee)

Deadline: Sunday 23rd February 2025

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	x			
Does the Committee consistently have a quorum?	x			
Do all Committee members attend meetings regularly?	x			
Does the Committee have enough members?	x			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	x			
Have new Committee members received all necessary training?	x			
Does the Committee report regularly to the Board?	x			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	x			
Do the terms of reference include all aspects of the Committee's role?	x			
Does the membership of the Committee need to be changed?		x		
Are the terms of reference adopted by the full Board and reviewed annually?	x			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	x			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	x			
Does the Committee regularly review relevant strategic plans?	x			
Does the Committee consider the level of detail and information it receives appropriate?	x			
Are appropriate internal performance measures monitored by the Committee?	x			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	x			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	x			
Are Committee papers distributed in sufficient time for members to give them due consideration?	x			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	x			
Is the timing of Committee meetings discussed with all involved?	x			

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HR Committee Evaluation (to be completed by HR committee)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	X			
Does the Committee consistently have a quorum?	X			
Do all Committee members attend meetings regularly?	X			
Does the Committee have enough members?	X			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	X			
Have new Committee members received all necessary training?				I don't know
Does the Committee report regularly to the Board?	X			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	X			
Do the terms of reference include all aspects of the Committee's role?	X			
Does the membership of the Committee need to be changed?		X		
Are the terms of reference adopted by the full Board and reviewed annually?	X			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	X			Regular updates from Anderson Strathern

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	X			
Does the Committee regularly review relevant strategic plans?	X			
Does the Committee consider the level of detail and information it receives appropriate?	X			
Are appropriate internal performance measures monitored by the Committee?	X			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	X			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	X			
Are Committee papers distributed in sufficient time for members to give them due consideration?	X			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	X			
Is the timing of Committee meetings discussed with all involved?	X			

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HR Committee Evaluation (to be completed by HR committee)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?	Y			Most Committee members attend regularly
Does the Committee have enough members?	Y			It may be helpful to have an additional member if there is capacity amongst board members
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			
Have new Committee members received all necessary training?	Y			As far as I'm aware
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			
Do the terms of reference include all aspects of the Committee's role?	Y			
Does the membership of the Committee need to be changed?		N		
Are the terms of reference adopted by the full Board and reviewed annually?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			
Are appropriate internal performance measures monitored by the Committee?	Y			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			
Are Committee papers distributed in sufficient time for members to give them due consideration?	Y			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			
Is the timing of Committee meetings discussed with all involved?	Y			

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LTR Committee Evaluation (to be completed by LTR committee)

Deadline: Sunday 23rd February 2025

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee	Y			
Does the Committee meet regularly in accordance with the Board Standing Orders?	Y			
Does the Committee consistently have a quorum?	Y			
Do all Committee members attend meetings regularly?				Most of the time
Does the Committee have enough members?	Y			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	Y			
Have new Committee members received all necessary training?				Not sure
Does the Committee report regularly to the Board?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	Y			
Do the terms of reference include all aspects of the Committee's role?	Y			
Does the membership of the Committee need to be changed?		N		
Are the terms of reference adopted by the full Board and reviewed annually?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	Y			
Does the Committee regularly review relevant strategic plans?	Y			
Does the Committee consider the level of detail and information it receives appropriate?	Y			
Are appropriate internal performance measures monitored by the Committee?	Y			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	Y			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	Y			
Are Committee papers distributed in sufficient time for members to give them due consideration?	Y			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	Y			
Is the timing of Committee meetings discussed with all involved?	Y			

UHI | INVERNESS

LTR Committee Evaluation (to be completed by LTR committee)

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?	X			
Does the Committee consistently have a quorum?	X			
Do all Committee members attend meetings regularly?	X			
Does the Committee have enough members?	X			
Does at least one of the Committee members have a background relevant to the remit of the Committee?	X			
Have new Committee members received all necessary training?	x			
Does the Committee report regularly to the Board?	x			

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?	x			
Do the terms of reference include all aspects of the Committee's role?	x			
Does the membership of the Committee need to be changed?		x		
Are the terms of reference adopted by the full Board and reviewed annually?	x			

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?	x			

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?	x			
Does the Committee regularly review relevant strategic plans?	x			
Does the Committee consider the level of detail and information it receives appropriate?	x			
Are appropriate internal performance measures monitored by the Committee?	x			
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?	x			

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?	x			
Are Committee papers distributed in sufficient time for members to give them due consideration?	x			
Are Committee meetings scheduled prior to important decisions on specific matters being made?	x			
Is the timing of Committee meetings discussed with all involved?	x			

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