

Item	Update: Anchor Institution Strategy – Progress Report
Committee	Board of Management
Date paper prepared	21/11/2025
Date of committee meeting	26/11/2025
Subject	Progress report on the Anchor Institution Strategy originally presented to the Board on 17 September 2025
Author	Lydia Rohmer
Action requested	<input checked="" type="checkbox"/> For Information <input type="checkbox"/> For Discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For Endorsement <input type="checkbox"/> For Approval
Purpose of the paper	<p>To update the board on progress in operationalising the Anchor Institution Strategy originally discussed at the Board meeting on 17 September 2025 UHI NWH Board Anchor Institution Strategy 17092025 - Copy.docx, which the Board agreed in principle as a framework for assessing the college’s rural and island centres and informing estates decisions in alignment with the financial sustainability plan.</p> <p>This is an updated version of the paper presented to FGP Committee on 13 November 2025.</p>
Brief summary of the paper	<ol style="list-style-type: none"> 1. Overview of work being undertaken, including work with SMT and relevant managers on a consistent evaluation process for the college’s rural and island centres and how this work is being cross-referenced to the college’s financial sustainability plan 2. Immediate actions already commenced 3. New capital developments planned/connected 4. Next steps and timeline for planned actions 5. Correlation to the College’s Financial Sustainability Plan update/Midyear FFR (AY2025/26), including reference to other key college, SFC and UHI developments, decisions and reports.
Consultation How has consultation with partners been conducted?	ELT, SMT, and via FFR discussions also UHI and SFC (PwC)

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Resource implications What are the risks with this proposal?	Additional resource (time) required for project coordination, community engagement and ICIA/EIA and reporting; further clarity required on duty/funding of ICIA with UHI (currently sought); college financial sustainability plan;
Risk implications	Unless the college adopts a transparent evidence based framework which recognises the college’s obligations as an anchor institution, it could risk making irreversible estates decisions based on financial considerations alone which could affect the college’s mission to provide equitable access to post-school learning in fragile remote rural and island geographies; could cost the college in terms of reputation with key local stakeholders and risk the strategic opportunity to utilise the learning centre network as a strategic asset for the green energy revolution in the Highlands and Islands.
Link with strategy	College Strategy and Mission – deliver equitable access to post-school education and research for rural and island communities. College Financial Sustainability;
Equality, Diversity and Inclusion	EIA required in case of changes to the college’s curriculum and centre network which may impact disproportionately on individuals and communities with protected characteristics, as well as individuals in poverty/disadvantaged circumstances
Island Community Impact	ICIA will be required in case of changes to the college’s curriculum and centre network which may impact disproportionately on island communities; clarity is sought with UHI on responsibility for and funding of ICIA, given UHI is the responsible organisation for ICIA.
Paper status	<p>Highlight the paper status in the list below:</p> <p><input type="checkbox"/> Open – the paper may be circulated to non-members of the committee and published online without restriction.</p> <p><input checked="" type="checkbox"/> Restricted – the paper must not be circulated to non-members or published online until after the committee meeting.</p> <p><input type="checkbox"/> Confidential - the paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests, as specified in the next section].</p>



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Freedom of information (FOI)	<p>Highlight the FOI status in the list below. Refer to NWH Freedom of Information Site for more information:</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Open<input type="checkbox"/> Closed – disclosure would substantially prejudice a programme of research.<input type="checkbox"/> Closed – disclosure would substantially prejudice the effective conduct of public affairs.<input type="checkbox"/> Closed - Disclosure would substantially prejudice the commercial interests of any person or organisation.<input type="checkbox"/> Closed - Disclosure would constitute a breach of confidence actionable in court.<input type="checkbox"/> Closed - Disclosure would constitute a breach of the Data Protection Act.<input type="checkbox"/> Closed - Other, please specify.
Freedom of information (FOI) disclosure date	<p>If closed/ withheld is selected above, enter the date when this will become 'open': Click or tap to enter a date.</p>