

Board of Management

Meeting	Chairs Committee
Date and time	Thursday 04 March 2020 at 8.30 a.m.
Location	Microsoft Teams via Calendar Link

Board Secretary
25 February 2021

The timings on this agenda are indicative only and the meeting may extend beyond the anticipated finish time.

AGENDA

Welcome and Apologies

Declarations of Interest

1. **MINUTES**
Meeting of the Committee held on 5th November 2020
2. **PRINCIPAL'S UPDATE – CONFIDENTIAL**
Report by Principal
3. **SCHEDULE OF SUBMISSIONS**
Report by Board Secretary
4. **AOCB**
5. **DATE OF NEXT MEETING – 03 June 2021 at 8.30 a.m.**

Board of Management

MINUTES of the MEETING of the CHAIRS COMMITTEE held via Microsoft Teams on Thursday 05 November 2020

PRESENT:	Sarah Burton, John Wilson, Donald MacKenzie,
APOLOGIES:	Fiona Neilson & Innis Montgomery
CHAIR:	Sarah Burton
ATTENDING:	Principal Secretary to the Board of Management

There were no declarations of interest noted.

1. MINUTES

The minute of the Meeting of the Committee held on 8 October 2020 was **ACCEPTED** as a correct record and was **APPROVED**.

2. OUTSTANDING ACTIONS

Board Member Evaluations

It was noted that evaluations have begun with some now complete. It was **AGREED** that this will remain on the list until all evaluations have been carried out.

FRP

The Principal advised the Committee that the job description for the role of Director of Finance has been drafted. Both the Director of Finance and the Principal at NHC have been part of the consultation process. The Committee noted that the job description is currently going through the evaluation process and once this is completed it will be ready to come to the PR&R for approval. It was proposed that a PR&R Committee meeting will be held on 3rd December 2020 to discuss this; however the Board Secretary will continue to liaise with the Principal over this matter as the timeline may require amendment.

The Committee **NOTED** that the job description for the Finance Manager role is currently going through the same consultation process however this will be a matter for the SMT to approve and does not require Board input.

Strategy

The Committee was advised that it is expected that the draft strategy will be available for approval in January/February 2021. Possible dates for a Board Away Day to discuss this issue have been circulated to all. The Principal has made available the Oakley report which the Board Secretary will circulate. The

Chair advised that she will also make available to the Committee a strategy paper which is being discussed at today's RSC meeting.

ELCC

The Principal advised that the expected amounts to be incurred by any extension to the ELCC will be discussed within his FRP update within the Agenda.

3. GOVERNANCE DOCUMENTS FOR APPROVAL

- a) Standing Orders
- b) Scheme of Delegation
- c) Code of Conduct
- d) Rules for Election of Staff to Boards

The Board Secretary advised that the Quality Team had requested that the above policies be reviewed. The Board Secretary duly reviewed them and found only one amendment was required. Approval for the documents was therefore sought.

The Committee **APPROVED** the documents and **AGREED** to recommend these to the Board of Management however it was noted that they may require revision following the outcome of the External Effectiveness Review.

4. FINANCIAL RECOVERY PLAN

The Principal took the Committee through his confidential report. The Committee noted that although we have a target of 18 months we have within 6 months made savings of £1.5 million.

The Committee noted that a review is being carried out of the FRP and that as part of this review we have been able to demonstrate that decisions were made correctly and whilst there has been some alterations due to student numbers etc. we remain on target.

The Committee had a lengthy discussion surrounding the curriculum review and the constraints within some of our existing programmes, their position within the MicroRAM and Rural Funding.

Further confidential discussions took place with regards areas at risk and areas that require review.

VSS

The Committee was advised that we have an anticipated £500k set aside for the VSS however there remain funds in place if further applications are received and the scheme will remain open until April 2021.

5. STRATEGY – UPDATE ON PROCESS

The Principal advised the Committee of the process undertaken so far with regards the strategy which began with the SMT reviewing the existing strategy at their Away Day. The SMT have focused on key elements and produced a draft strategy which was reviewed by staff at the Staff Away Day. The work on the strategy had ceased due to Covid-19, the FRP and the possibility of aligning our strategy with that of UHI; however timescales have now been put in place to ensure that this is completed. The Committee noted that a Board Away Session is planned for December where the draft strategy will be available for review and discussion. It will then be taken to our stakeholders for their feedback and brought back for final approval by the Board of Management within January 2021.

6. DATE OF NEXT MEETING

Thursday 04 March 2021 - 8.30 a.m.

Signed by the Chair: _____

Date: _____

Subject/Title:	Principal's Update
Author: [Name and Job title]	Professor Chris O'Neil Principal and Chief Executive
Meeting:	Chairs Committee
Meeting Date:	04 March 2021
Date Paper prepared:	26 February 2021
Brief Summary of the paper:	This report provides the Chairs with an overview of new activity.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	N/A
Risk implications:	N/A
Equality and Diversity implications:	N/A
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Item 02

ITEM 5

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*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)	X
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)	X	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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf) and http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Board of Management

Subject/Title:	Schedule of Submissions
Author: [Name and Job title]	Lisa Ross Board Secretary
Meeting:	Chairs Committee
Meeting Date:	04 March 2021
Date Paper prepared:	25 February 2021
Brief Summary of the paper:	Plans for a review of our schedule of submissions for all Committees.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	<ul style="list-style-type: none"> • Governance Compliance
Resource implications:	None If yes, please specify:
Risk implications:	None If yes, please specify: Operational: Organisational: achieving student numbers targets
Equality and Diversity implications:	None If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

ITEM 03

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

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

Background

Following the recent External Effectiveness Review there is a need to review and update our schedule of document submissions in respect of all Board and Committee meetings. Our current schedule can be found as Appendix 1.

Recommendations

The Board Secretary will meet with the Chair of each Committee and/or appropriate SMT Lead Officer to discuss the current schedule of submissions and further develop these to ensure that all documents which are submitted are:

- relevant to the Committee
- submitted within the correct timeframe
- that no documents are overlooked or neglected from being reviewed
- that our schedule continues to assist all Committees in the achievement of its responsibilities and ensure that we maintain good governance.

This review will also link to other areas of the External Effectiveness Review such as:

- how our agendas are shaped with pertinent items being clustered together under relevant headings
- the review of what the Board of Management would like to see with regards the format of reports
- the review of our report template
- inclusion of learning and financial implications within reports.

Item 03 Appendix 1

Schedule of Document Submissions – Board and Committees

Committee	Standing Items	Sept/Oct	Nov/Dec	Feb/March	May/June
Board of Management	<ul style="list-style-type: none"> • Minutes • Committee Minutes • Principals Report • <i>Demolition/Disposal of the Longman Campus</i> • UHI Programme Board • National Bargaining/JE • Risk Register • Finance Strategy Update 	<ul style="list-style-type: none"> • SFC Financial Forecast Return • Student Recruitment • Student Targets • Health and Safety Annual Report • Annual Report on Progress against our strategic plan 	<ul style="list-style-type: none"> • Audit Committee Annual Report to the Board of Management • Audited Accounts and Annual Audit Report • Half Yearly Strategic Plan Update <p style="text-align: center;"><i>KPI Annual Report</i></p>	<ul style="list-style-type: none"> • Equality Outcomes • Schedule of Board and Committee Meetings • Proposed Fees • Health and Safety Policy – Annual Review • Health and Safety Annual Statement • Draft OSCR Return 	<ul style="list-style-type: none"> • Revenue Budget • Capital Expenditure Plan • Review register annual review • Board Chair Evaluation • Strategic Plan Progress Report
Audit	<ul style="list-style-type: none"> • Minutes • Internal Audit Reports • Outstanding Internal Audit Recommendations • Risk Register (Summary) • Health and Safety Report 	<ul style="list-style-type: none"> • Internal Audit Annual Report • Health and Safety Annual Report • Risk Register (Full Register) • GDPR Annual Report 	<ul style="list-style-type: none"> • Sum's Audit Bursary, Childcare and Hardship Funds Audit • Audit Committee Annual Report to the Board of Management 	<ul style="list-style-type: none"> • Data Protection, FOI, Complaints and Public Interest Disclosure Annual Report • Health and Safety Policy 	<ul style="list-style-type: none"> • External Audit Annual Plan • Internal Audit Annual Plan • Report on meeting of Audit Chairs • Committee Evaluation • Internal Auditors

Item 03 Appendix 1

	<p><i>Policies ICT</i></p>		<ul style="list-style-type: none"> • VFM and Procurement Annual Report • Report on meeting of Audit Chairs • Annual Review of Risk Management Policy 	<p>– Annual Review</p> <ul style="list-style-type: none"> • Health and Safety Statement • External Auditors Performance Appraisal • GDPR 6 monthly report 	<p>Performance Appraisal</p> <ul style="list-style-type: none"> • Committee Chair Evaluation
Human Resources	<ul style="list-style-type: none"> • Minutes • HR Quarterly Report • National Bargaining <p><i>Policies Audit Report Recommendations Employee Relations – JCC and JNC Minutes</i></p>	<ul style="list-style-type: none"> • IIP Gold Annual Review • External Support Annual Report • Review of Progress - Strategy 	<ul style="list-style-type: none"> • HR Annual Report • Diversity Annual Report • Staff Development / Succession Planning Annual Report • Half Yearly Employment Law Update 	<ul style="list-style-type: none"> • Equality Outcomes Annual Report 	<ul style="list-style-type: none"> • Risk Register Annual Review • Half Yearly Employment Law Update • Committee and Committee Chair Evaluation
Learning, Teaching and Research	<ul style="list-style-type: none"> • Minutes • Student Recruitment • Quality Enhancement • Student Partnership Agreement 	<ul style="list-style-type: none"> • Annual report on PIs Programme Evaluation 	<ul style="list-style-type: none"> • Early Student Retention / Withdrawal • Student Experience – last year and 	<ul style="list-style-type: none"> • College Sector Performance Indicators 	<ul style="list-style-type: none"> • Student Satisfaction and Engagement Survey

Item 03 Appendix 1

	<ul style="list-style-type: none"> • Students Association Report • Research Report/Update <p style="text-align: center;"><i>Policies Audit Report Recommendations Curriculum</i></p>	<ul style="list-style-type: none"> • External Verification Summary • Complaints Annual Report • National Students Survey Results • Red Button Report • Review of Progress of Strategies • Gender Action Plan Annual Report 	<p>early Student Experience current year.</p> <ul style="list-style-type: none"> • Corporate Parenting Plan Annual Report • Annual Review and Setting of Access and Inclusion Targets • Safeguarding Annual Report 	<ul style="list-style-type: none"> • 6 Month Complaints Report • 6 Monthly GAP Report 	<ul style="list-style-type: none"> • Student Recruitment • Corporate Parenting Plan – 6 monthly update • Committee and Committee Chair Evaluation
Finance and General Purposes	<ul style="list-style-type: none"> • Minutes • Finance Monitoring Report • Capital Monitoring Report • Business Development Report • GTFM Report, Estates and Campus Service Report • Debt Write off report • ICT Report 	<ul style="list-style-type: none"> • SFC Financial Forecast Return • Review of Progress on Strategies 	<ul style="list-style-type: none"> • Research Centres Finance Annual Report 	<ul style="list-style-type: none"> • Proposed Fees 	<ul style="list-style-type: none"> • Revenue Budget • Capital Expenditure Plan • Risk Register Annual Review • Committee and Committee Chair Evaluation

Item 03 Appendix 1

	<i>Policies Audit Report Recommendations Foundation Applications</i>				
Joint Audit & Finance and General Purposes			<ul style="list-style-type: none"> • Annual Accounts and Annual Audit Report • Annual Review of External Auditors Performance • Meeting with External Auditors 		
Performance, Review and Remuneration	<ul style="list-style-type: none"> • Minutes 	<ul style="list-style-type: none"> • Final Appraisal Report on Principal's Performance 			<ul style="list-style-type: none"> • Review of the Principal's performance against targets at 6 month stage
Search and Nomination	<ul style="list-style-type: none"> • Minutes 				<ul style="list-style-type: none"> • Review the skills matrix of current board members.
Chairs	<ul style="list-style-type: none"> • Minutes • Governance • Issues from Chairs • SMT Update 				
New Campus Project Board	<ul style="list-style-type: none"> • Minutes 				

Item 03
Appendix 1

Longman Disposal Project Board	<ul style="list-style-type: none">• Minutes• Project Manager's Report• Marketing Report• Finance Report				
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Terms of Reference are reviewed – every two years