

Board of Management

Meeting	Chairs Committee
Date and time	Thursday 09 September 2021 at 8.30 a.m.
Location	Microsoft Teams via Calendar Link

Board Secretary
02 September 2021

AGENDA

Welcome and Apologies

Declarations of Interest

1. **MINUTES**
Meeting of the Committee held on 03 June 2021
2. **OUTSTANDING ACTIONS**
3. **REVIEW OF TERMS OF REFERENCE**
 - a) Terms of Reference for the Chairs Committee
 - b) Terms of Reference for the Performance Review and Remuneration Committee
 - c) Terms of Reference for the Search and Nomination Committee
4. **GOVERNANCE UPDATE**
Report by Board Secretary
5. **PRINCIPAL UPDATE**
Report by Principal
6. **CHAIRS UPDATE**
Verbal Update by Committee Chairs
7. **AOCB**
Committee Membership
8. **DATE OF NEXT MEETING – 04 November 2021 at 8.30 a.m.**

Board of Management

MINUTES of the MEETING of the CHAIRS COMMITTEE held via Microsoft Teams on Thursday 03 June 2021

PRESENT:	Sarah Burton, Donald MacKenzie, Innis Montgomery, Tina Stones, Gillian Galloway
APOLOGIES:	None
CHAIR:	Sarah Burton
ATTENDING:	Principal Secretary to the Board of Management

The Chair welcomed everyone to the meeting.

There were no declarations of interest noted.

1. MINUTES

The minute of the Meeting of the Committee held on 04 March 2021 was **ACCEPTED** as a correct record and was **APPROVED**.

2. GOVERNANCE UPDATE

The Board Secretary spoke to her report providing an update on all governance issues.

The Committee discussed the potential requirement for additional membership on the Audit Committee noting that it was felt that we should recruit an additional member with expertise in accountancy. The Committee noted that this can be achieved by co-opting a member who has the relevant experience.

Action: Committee members are to highlight this role within their networks.

The Committee discussed the possibility of having a pre-meeting with the student representatives prior to the LT&R Committee Meetings.

Action: The Board Secretary will set up these meetings for the Academic Year 2021-22.

3. PRINCIPAL'S UPDATE

Partnership Agreement

The Committee was advised that the updated version of the agreement had been reviewed by the Partnership Council who agreed changes; however the document released in April 2021 did not include these suggested amendments.

As a result we have not signed the new agreement. Legal advice has been sought from Brodie's LLP.

A lengthy discussion took place with regards the views of the other Principal's and Colleges within the Partnership, the position of the agreement in its current form and the services which EO provides to us.

Decision: The Committee acknowledged that there was a need for an agreement but felt that we should pursue a short term contract that covers the core items whilst we continue negotiations with EO to ensure that the final signed agreement provides an equitable and legal relationship for both parties. It was **AGREED** that an updated position will be taken to the June Board of Management meeting for further discussion.

Merger Update

The Principal shared with the Committee a copy of the confidential report that related to potential mergers. The Committee held a confidential discussion around this matter which highlighted our concerns in relation to the strategic thinking around some of the proposed efficiencies.

4. PARTNERSHIP COUNCIL UPDATE

The Principal provided the Committee with an update on the Partnership Council highlighting that the curriculum review remains ongoing however the Committee noted that this review is confined to HE only. A lengthy discussion around the review and costing took place.

5. CHAIRS UPDATES

HR Committee

The HR Chair advised that the Committee was working well and had welcomed the addition of EMT members into the meetings.

F&GP Committee

The F&GP Chair advised that the March F&GP Committee meeting had been cancelled due to financial information being unavailable following the cyber incident. The review of the Committee structures will be used to avoid duplication of information and will allow for further focus on decision making.

LT&R Committee

The LT&R Chair highlighted the importance of the Committee meeting students and understanding what they are doing. The review of the Committee will allow for creative time to be built into meetings to facilitate this.

Audit Committee

Item 01

The Audit Chair echoed that the addition of the EMT into meetings has been welcomed. The Committee had discussed the cyber incident and advised that lessons learnt will be discussed at Board level when available. The Audit Chair advised that she has received a toolkit with regards cyber security. A discussion around Audit training took place with it being confirmed that any training needs of Board Members should be picked up within the Board Member Evaluations.

Actions:

- The Board Secretary will circulate the cyber security toolkit to all Board Members.
- The Board Secretary will source appropriate audit training.

6. AOCB

The Principal advised that the Covid-19 response group is now chaired by the Administration Operations Manager. The Committee was advised that there continues to be a robust process in place with regards Covid-19 with increasing numbers on campus. An additional site on Harbour Road will soon be in use.

The Committee gave their thanks to the Principal, the EMT and staff members for all of their work to enable students back onto campus.

7. DATE OF NEXT MEETING

Thursday 9th September 2021 - 8.30 a.m.

Signed by the Chair: _____

Date: _____

Outstanding Actions from Chairs Committee Meetings

Item	Action	Responsibility	Time Line	ACTIONED
03 June 2021				
Co-opting members to the Audit Committee	All Chairs to highlight the role of a co-opted member of the Audit Committee within their networks. We are looking to recruit someone with an accountancy background.	All Chairs	Summer 2021	
Audit Committee Update – Audit Training	The Board Secretary will source appropriate audit training for those who require it.	Board Secretary	June 2021.	

Subject/Title:	Review of Terms of Reference
Author: [Name and Job title]	Lisa Ross, Board Secretary
Meeting:	Chairs Committee
Meeting Date:	09 September 2021
Date Paper prepared:	31 August 2021
Brief Summary of the paper:	<p>The terms of reference for the Chairs Committee, Search and Nomination Committee and Performance Review and Remuneration Committee were last reviewed in May 2019. At this time only one amendment was made – this was to the Search and Nomination Terms of Reference.</p> <p>As part of our governance compliance and our current review of all Committees, the Board Secretary has reviewed these terms of reference and made suggested amendments. Chairs are asked to consider these terms of reference and highlight whether any additional changes are required.</p> <p>Following this meeting the reviewed Terms of Reference will be brought to the Board of Management for final approval.</p>
Action requested: [Approval, recommendation, discussion, noting]	For discussion and recommendation.

Item 03

Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Risks to Governance Compliance		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/ No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

Chairs Committee Terms of Reference

Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, namely Audit, Human Resources, Learning, Teaching and Research and Finance and General Purposes, the Senior Independent Member and the Principal who is a member *ex officio*.

The Vice Chair of each of the Standing Committees, may deputise in the absence of the Chair of that Committee

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

Review the membership of the Board's Standing Committees and the overall effectiveness of the Board's Committee Structure and to recommend to the Board any amendments or additions considered appropriate.

Ensure effective self-evaluation of the Board, its members, its Standing Committees and its Chairs.

Develop the annual Board development day programme.

Oversee the planning of the Board's training and development programme.

Oversee development of the Board's stakeholder engagement.

At the special request of the Board, to consider matters of special interest which are not within the remit of another Standing Committee.

To exercise the functions of the Board in any cases of urgency of which the Chair of the Board, the Vice Chair or the Chair of a Standing Committee or the Senior Independent Member shall be the judge and where it is not practicable to convene a meeting of the Board of Management.

ITEM 03b.

Formatted: Right

Formatted: Font: 20 pt, Font color: Red

Performance Review and Remuneration

Committee Terms of Reference Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, namely Audit, Human Resources, Learning, Teaching and Research and Finance and General Purposes, and the Senior Independent Member.

The Vice Chair of each of the Standing Committees, may deputise in the absence of the Chair of that Committee

There shall be no co-option to the Committee.

The Chair of this Committee must be a member of the Human Resources Committee, and the Chair of the Human Resources Committee must be a member of this Committee.

The Chair of the Board of Management may not Chair this Committee.

The Committee may be attended, at the invitation of the Chair by members of the College's academic and support staff or by external advisers. The purpose of such an invitation will be to provide specialist information and advice to assist the Committee in its deliberations. Individuals attending on this basis may not vote on any decision made by the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet at least twice each year.

Remit

The Committee shall consider and make decisions on the remuneration package and conditions of service, and any changes thereof, of the College Principal and the Executive Management Team (EMT) ~~such other senior staff~~ as is considered appropriate, taking into account:

1. That the Principal and the EMT ~~College senior management~~ should be fairly rewarded for their individual performance and contribution to the College's overall performance
2. Where, in terms of ~~senior management~~ EMT remuneration, the College stands in relation to other comparable institutions in the sector, organisations of a similar size and the local market;
3. The Scottish Government's approach to remuneration in the public sector;
4. The relationship between the remuneration of the ~~senior management~~ EMT and that of other employees of the College
5. The benefits granted to ~~senior management~~ the EMT; and
6. The adequacy of pension arrangements and also the cost implication of pension arrangements including the pension effect of remuneration

ITEM 03b.

Formatted: Right

Formatted: Font: 20 pt, Font color: Red

proposals.

The Committee shall review the annual appraisal of the Principal and Chief Executive by the Chair of the Board and review the Principal and Chief Executive's continuing professional development.

One member of the Board of Management shall represent the Board on the interview panel for ~~Senior Management~~ EMT appointments.

The Committee shall consider such other matters relating to the Board of Management which the Chair shall from time to time determine, in particular in relation to severance payments.

The Committee should endorse any proposals for severance payments to ~~Senior Managers~~ EMT and any exceptional settlements which will require to be formally notified to the Board of Management.

Formatted: Condensed by 3.2 pt

ITEM 03c

Formatted: Right

Formatted: Font: 20 pt, Bold

Formatted: Left: 2.33 cm, Top: 2.43 cm, Bottom: 0.49 cm

Search and Nomination Committee Terms of Reference

Membership

The Chair and Vice Chair of the Board of Management, the Chairs of each of the Standing Committees of the Board, namely Audit, Human Resources, Learning, Teaching and Research and Finance and General Purposes, and the Senior Independent Member.

The Vice Chair of each of the Standing Committees, may deputise in the absence of the Chair of that Committee

The Principal shall be excluded from membership of the Committee.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet as and when required.

REMIT

The Search and Nomination committee shall

1. Consider the skills matrix of current Board Members to determine the skills and experience required of prospective members
2. Agree which Inverness College members should be on the Selection Panel
3. Ask UHI to identify members of the University Court and confirm the recommendation by the committee of an independent person to join the Selection Panel
4. In consultation with UHI:
 - a. agree a timetable for the recruitment and selection process.
 - b. Agree the various forms of advertising to be used to ensure the college meets the College Sector Board Appointments: 2014 Ministerial Guidance and the requirements of the Public Sector Equality Duty
 - c. Agree the key information to be included in the advertising material.

Role of UHI as the Regional Strategic Body

UHI as the Regional Strategic Body has the responsibility for appointment of the Chair and non-executive board members to the Board of Management of Inverness College UHI.

The UHI Court has delegated responsibility for the recruitment and selection of the Chair of the Board and non-executive board members to a Selection Panel. The membership of the Selection Panel will be as follows:-

ITEM 03c

Formatted: Right

Formatted: Font: 20 pt, Bold

Appointment of the Chair of the Board of Management (5 members)

- Member of the University Court
- Chair of the ~~Further Education Regional Board~~ Regional Strategic Committee
- The Chair of the Board of Inverness College
- Board Member of Inverness College UHI
- Independent person

Formatted: Right: 0.32 cm

Non-Executive members (4 members)

- Member of the University Court
- The Chair of the Board of Inverness College
- Board Member of Inverness College UHI
- Independent person

Subject/Title:	Governance Update
Author: [Name and Job title]	Lisa Ross, Board Secretary
Meeting:	Chairs Committee
Meeting Date:	09 September 2021
Date Paper prepared:	31 August 2021
Brief Summary of the paper:	This paper provides the Chairs with an update on all governance matters.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting

ITEM 03

Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Risk of governance compliance not being followed correctly.		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/ No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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](http://www.itspublicknowledge.info/web/FILES/Public%20Interest%20Test.pdf)

Vice-Chairs for Committees

We now have in place Vice-Chairs for all Committees with the exception of the Audit Committee. This role will be highlighted at the next Audit Committee meeting and members will be requested to come forward if they are interested in this role.

Update on Review of Committee Agendas and Terms of Reference

Meetings have taken place to review all Committees along with their Calendar of Submissions and their Terms of Reference. A full report on the outcome of this review will be taken to the Board of Management on 05 October 2021 but I can advise that these reviews have been a beneficial exercise with Committee Chairs and members of the EMT able to eliminate duplication of reports. Dates of meetings have been reviewed and an updated schedule of meetings for the year 21/22 is to be circulated to all Board Members for their approval online.

These meetings have also allowed Chairs and members of the EMT to look at how Committees can be enhanced to ensure consideration of impact to students and the allocation of appropriate creative space within each agenda.

Going forward work on our Skills Matrix, Committee Membership and Training requirements will be prioritised.

Code of Good Governance Review

The yearly Review of the Code of Good Governance was carried out. An action plan from this review will be available for discussion at the Board of Management meeting being held on 05 October 2021.

Annual Evaluation of Board Members, Chairs and Committees

The Annual Board Evaluations have begun. Feedback from the Committee and Chair evaluations will be available for discussion at the Board of Management meeting being held on 05 October 2021.

All Committee Chairs are reminded that they should be carrying out the annual evaluation process for Board Members. Chairs should evaluate the following members:

Mark Sheridan: Innis Montgomery, Gillian Galloway, Donald MacKenzie, Tina Stones, Ruth MacFadyen.

Tina Stones: Sally Blyth, Arvinder Kainth, Robyn Kennedy

Innis Montgomery: Leanne MacKenzie

Donald MacKenzie: Russell Edwards, Kelly MacKenzie

Gillian Galloway: Samantha Cribb, Amy Goodbrand

Succession Planning – 2021/22

The term of office of the current teaching staff member on the Board of Management ceases at the end of the Academic Year 2021/22. A timetable for the election process will be agreed by the Search and Nomination Committee at the beginning of the year 2022.

Lisa Ross
Board Secretary

Subject/Title:	Principal's Report
Author: [Name and Job title]	Professor Chris O'Neil, Principal
Meeting:	Chairs Committee
Meeting Date:	09 September 2021
Date Paper prepared:	01 September 2021
Brief Summary of the paper:	This report provides the Chairs with an overview of new and continuing activity relevant to this Committee.
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"> <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change 	<input type="checkbox"/> Strategic Plan – Strategy Update <input type="checkbox"/> New Opportunity/Change – Sport’s Pitch <input type="checkbox"/> Partnership Services – Partnership Agreement and Meeting with the New Chair of Court.		
Resource implications:	Yes / No If yes, please specify: Cost implications of Sports Pitch		
Risk implications:	Yes / No If yes, please specify: Operational: Risks surrounding lease for Sports Pitch and relating to Covid-19 Organisational:		
Equality and Diversity implications:	Yes/No If yes, please specify:		
Student Experience Impact:	Yes/No If yes, please specify: Students being back on campus, pillars and themes of strategic plan enhancing the student experience, development of sports related courses through the sports pitch.		
Consultation: [staff, students, UHI & Partners, External] and provide detail	Strategy Consultation: EMT, Staff & Stakeholders (detailed within report). Sports Pitch Consultation: Stakeholders (detailed within report)		
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 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

Subject/Title:	Review of Committee Membership
Author: [Name and Job title]	Lisa Ross Board Secretary
Meeting:	Chairs Committee
Meeting Date:	09 September 2021
Date Paper prepared:	08 September 2021
Brief Summary of the paper:	<ul style="list-style-type: none"> • Summary of our current committee membership. • Suggested amendments to these memberships to ensure that we continue to meet our membership requirements.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Approval

Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Governance risks if we are not meeting our membership requirements		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/ No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail	No		
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

On 08 September 2021, we received a resignation from a Board Member. Since our last recruitment drive in autumn 2020, we have had five members resign from the Board. The Search and Nomination Committee is due to meet directly after this meeting and we plan to begin a fresh recruitment drive for new members as soon as possible. However due to this new resignation and with Mark Sheridan standing in as Interim Chair we now find ourselves struggling to meet the required membership of our Committees.

Proposed Membership Structure

Committee	Membership Requirement	Current Membership	Proposed Membership
Audit	5 Members (members of the F&GP Committee cannot be members of the Audit Committee)	4 Non Executive Members (Gillian Galloway, Innis Montgomery, Samantha Cribb & Sally Blyth) We have 1 co-opted member on this Committee and the Interim Chair would usually be a member of the Committee but has had to stand down whilst he takes on the role of Interim Chair.	We would require 1 additional member to join the Committee. Due to the fact that F&GP members cannot sit on the Audit Committee I would suggest Tina Stones temporarily joins the membership for a short period.

Item 07

Finance & General Purposes	5 Members (members of the Audit Committee cannot be members of the F&GP Committee)	3 Non Executive Members (Donald MacKenzie, Russell Edwards & Arvinder Kainth) 1 Staff Member	We would require 1 additional member to join the Committee. Due to the fact that Audit members cannot sit on the F&GP Committee I would suggest that a student member temporarily joins the membership for a short period.
HR	5 Members	3 Non Executive Members (Innis Montgomery, Sally Blyth & Gillian Galloway) The Interim Chair would usually be a member of the Committee but has had to stand down whilst he takes on the role of Interim Chair.	We would require 2 additional members to join the Committee. I would suggest that we move Samantha Cribb temporarily from LT&R Committee to the HR Committee. I would also suggest that Donald MacKenzie temporarily join the HR Committee.

Item 07

Learning, Teaching and Research	5 members	4 Non Executive Members (Tina Stones, Arvinder Kainth, Samantha Cribb & Russell Edwards). 2 Staff Members 2 Student Members	As we have a membership of 8 at the moment I would suggest that Samantha Cribb be temporarily moved to the HR Committee.
---------------------------------------	-----------	---	---

These proposed amendments would only be temporary and once we have recruited new members to the Board I would recommend that we would look at the membership of all Committees in conjunction with our Skills Matrix to ensure that we have the correct skills and experience on each Committee.

Recommendation: That we agree temporary changes to all Committee memberships to ensure that we meet our membership requirements.

BOARD OF MANAGEMENT COMMITTEE MEMBERSHIP – JULY 2021

Interim Chair of the Board of Management – Mark Sheridan
Vice Chair of the Board of Management – Tina Stones
SIM – Innis Montgomery

Membership from Terms of Reference	Members	
Audit At least 5 plus open invitation to Chair and Principal <i>Lead Officer – Director of Finance (RF)</i>	Gillian Galloway (Chair) VACANT (Vice Chair) Innis Montgomery Samantha Cribb Sally Blyth Mark Sheridan Amy Goodbrand (Co-opted) Chair (by open invitation) Principal (by open invitation)	
Finance & General Purposes At least 5 plus Chair and Principal ex officio <i>Lead Officer – Director of Finance</i>	Donald MacKenzie (Chair) Vacant (Vice Chair) Support Staff Member (Kelly Mackenzie) Leanne Mackenzie Russell Edwards Arvinder Kainth Board Chair (ex officio) Principal (ex officio)	
Human Resources At least 5 plus Chair and Principal ex officio <i>Lead Officer – HR Manager</i>	Innis Montgomery (Chair) Sally Blyth (Vice Chair) Gillian Galloway Leanne Mackenzie Mark Sheridan Board Chair (ex officio) Principal (ex officio)	
Learning, Teaching and Research At least 5 plus Chair and Principal ex officio <i>Lead Officers – Depute Principal Quality, Planning & Performance and Depute Principal Academic Development</i>	Tina Stones (Chair) Arvinder Kainth (Vice Chair) Samantha Cribb Support Staff Member – Kelly Mackenzie Teaching Staff Member - Robyn Kennedy Student Member – Ruth McFadyen Student Member – Bonnie Crawford Russell Edwards Board Chair (ex officio) Principal (ex officio)	

Item 07

Appendix 1

<p>Chairs /Performance Review and Remuneration/Search & Nomination Chair, Vice Chair, Committee Chairs and SIM (Principal excluded from PR&R)</p> <p><i>Lead Officer –Board Secretary & Chair of Board of Management</i></p>	<p>Mark Sheridan (Interim Chair of Board, Chairs & S&N) Tina Stones (Vice Chair of Board & Chair of LT&R) Innis Montgomery (SIM, Chair of HR Committee, Chair of PR&R) Donald MacKenzie (Chair of F&GP) Gillian Galloway (Chair Audit Committee)</p>	
<p>Estates Legacy Project Board 8– Chair, Principal, 5 members to include 1 from Audit and 1 from F&GP + COOS to UHI</p> <p><i>Lead Officer – New Campus Project Director</i></p>	<p>Mark Sheridan - Interim Chair Gillian Galloway Donald MacKenzie Principal John Kemp (UHI) Student Member – Ruth McFadyen (8)</p>	