



Board of Management

MINUTES of the MEETING of the BOARD OF MANAGEMENT held in Room 202, 1 Inverness Campus on Thursday 22 March 2018

PRESENT:	Hazel Allen (by VC), Ollie Bray, Sarah Burton, Jaci Douglas, Andy Gray, Robyn Kennedy, Carron MacDiarmid, Helen Miller, Innis Montgomery, Chris O'Neil, Fiona Neilson, Gavin Ross, Chris Shaw, Gabriel Starr, Neil Stewart, Steve Walsh, John Wilson
CHAIR:	Neil Stewart
APOLOGIES:	Brian Henderson
IN ATTENDANCE:	Depute Principal Director of Organisational Development Director of Finance Head of Student Services Board Secretary
OBSERVERS:	Tom Speirs (co-opted member)

The Chair welcomed Blair Sandison, Chair of the Integration Board and of North Highland College to the meeting to discuss UHI Integration.

He also welcomed Chris Shaw, to his first board meeting as the new Student Member.

The Chair advised that the election process for the new Teaching Staff member on the board had been completed on 21 March and the sole nominee was Robyn Kennedy. He welcomed Robyn to the meeting and confirmed her appointment to the Learning, Teaching and Research Committee

Declarations of Interest

Jaci Douglas – item 7 – Proposes Fees 2018-19 (nursery fees)

Fiona Neilson – item 14a – Minutes of Meeting of the Longman Disposal Project Board

Carron MacDiarmid and Steve Walsh – items 11 – Campus Sports Development, Item 13 – Student Residences and item 14a - Minutes of Meeting of the Longman Disposal Project Board

1. UHI INTEGRATION

Blair Sandison, Integration Board Chair provided some background to the work of the Integration Board and confirmed that it had full authority to go ahead with the project and bring forward a proposal for consideration by the individual College Boards.

The Board had recently appointed a Project Director. SFC had provided funding for the project, including the Project Director.

There was a wide ranging discussion during which a number of questions were raised relating to communication, resource requirements, the due diligence process, the risk of not moving towards an integrated structure and the level of trust across the participating colleges.

The Chair thanked Blair for attending the meeting and for his open and honest answers to the points raised.

2. MINUTES

The Minutes of the Meeting of the Board of Management held on 19 December 2017 were accepted as a correct record, were **APPROVED** and signed by the Chair.

3. OUTSTANDING ACTIONS

The Board **NOTED** the actions that had been completed and those that were still outstanding. The list would be updated accordingly.

4. APPOINTMENT OF VICE CHAIR

The Board Secretary advised that one nomination for the position of Vice Chair had been received, namely the nomination of Sarah Burton, proposed by Helen Miller and seconded by Fiona Neilson.

In terms of the appointment of Vice Chair procedure, members were required to indicate if they wished to support the nomination by way of a secret ballot.

All members present completed a ballot form and the votes cast were counted by the Board Secretary and the Depute Principal as Scrutineer. Sixteen votes were cast, with 15 votes in support of the nomination and 1 abstention.

Sarah Burton was duly appointed as Vice Chair of the Board of Management.

The Chair of the Board, on behalf of all Members congratulated Sarah on her appointment. Sarah replied accordingly.

The Chair also thanked John Wilson, the outgoing Vice Chair for his commitment during his time in post and was pleased that John was remaining on the board to further share his knowledge and expertise.

All members of the SMT left the meeting during consideration of the following item. The Chair invited Tom Speirs to remain for the discussion and Tom duly accepted.

5. PROPOSED SMT STRUCTURE

The Principal set out the rationale for a proposed restructure of the Senior Management Team. He had presented the proposal to the PR&R committee at its meeting on 22 February and provided further information for this meeting on the process of developing the proposed structure as well as costings. Key to the restructure was the establishment of a second depute principal (DP) post which would complement the work of the existing depute principal and develop and grow the HE offering. Funding had been secured for this post from UHI for two years. The post would have significant impact

on the wider University and become cost neutral during the first two years. In addition, it was proposed that changes be made to two current roles. The Head of Research Development role would become Director of Research and Innovation and the Quality Manager role would become Head of Quality.

There was a lengthy and robust debate on the proposals with members asking a number of searching questions. The key points raised and considered were as follows:-

- The college was at risk of not achieving its strategic aims if the current structure was retained.
- The summary of forecast financial impact showed a return in investment in year 1. Key to achieving the investment return was recruiting the right individual to the new DP role.
- The current SMT could be developed over time to develop their capability to take forward the proposals. However, the team were already working to full capacity.
- It would be essential for the Board to track the success of the new DP post over the first two years in order to determine whether the college would then provide funding for the longer term.
- It was anticipated that the growth in international and RUK students would mostly be at HE level.
- The salary of both DP's would be at the same grade.
- There was a need for the risks associated with the proposals (and those associated with the status quo) being fully articulated.
- The impact of the recent National Bargaining costs would, at this stage, need to be met from 2018/19 onwards. Therefore, there was an urgent need to ensure a return on investment to avoid compulsory redundancies.
- It was proposed that the investment would assist in increasing numbers on existing courses. Enhanced marketing, student support and the availability of the student residents for international students was key to achieving this aim.

Gabbi Starr entered the meeting and Andy Gray left the meeting.

- Could the planned growth still be met if the Research and Quality posts remained unchanged?
- It was critical to ensure that any decision of the Board had been reached through a process of due diligence on all issues proposed.
- Research was key to growing the reputation of the University and the enhancement of the quality post would ensure there was not a repeat of the issues identified around Higher Media Studies.
- Reassurance was required that the financial impact forecast for the years 2018-19 to 2022-23 could not be achieved without structural change.
- The new DP role would be a permanent post but would be subject to performance appraisal and meeting targets, as with every other post within the organisation.

Hazel Allen left the meeting.

- It was recognised that the current SMT was an excellent team. The risk of disrupting the team dynamic by bringing in another team member would be minimal.
- There was the potential of negative press if a senior position was established at this difficult financial time.
- Concerns were expressed over the provenance of the figures provided.
- The restructure would allow the college to protect jobs, to grow and provide opportunities for individuals within the organisation.
- Due process would be followed in respect of appointments to the enhanced Research and Quality roles.

The Chair summed up the debate suggesting that there was a general feeling of support for the proposals but questions remained on the format of the proposed SMT structure, on some of the figures provided and that clarification was required on some of the inherent risks. There could be a reputational risk to the college in investing money in senior posts but suggested that these costs were not significant when taken alongside the costs resulting from National Bargaining.

The Chair proposed, and the Board of Management was unanimous in **AGREEING** in principle to the proposed SMT restructure and establishment of the new DP post but subject to

- a. Articulation of all the risks associated with the proposal
- b. the new DP post being monitored on an ongoing basis and
- c. further evidence being provided on the ability to achieve the forecast financial impact.

The Principal was asked to report back to the Board of Management on these issues at the Board Development day on 27 April 2018.

6. **LEARNING AND TEACHING COMMITTEE TERMS OF REFERENCE**

A report by the Board Secretary advised that a review of the Terms of Reference of the Learning and Teaching Committee had been carried out by the Chair, in consultation with the Depute Principal and the Head of Research Development. It was proposed that the name of the Committee be changed to Learning, Teaching and Research Committee and the remit be amended to reflect the important role of research activity in the College.

The Board of Management **APPROVED** the recommendation from the Learning and Teaching Committee that its name be changed to Learning, Teaching and Research Committee and that the terms of reference be amended accordingly.

7. **PROPOSED FEES FOR 2018/19**

The Finance and General Purposes Committee, at its meeting held on 8 March 2018 had considered the proposed fee rates in respect of the tuition fees set by Inverness College UHI for the academic year 2018/19. The Committee had recommended the part time FE and Nursery Fees outlined in the report by the Director of Finance to the Board of Management for approval.

The Board of Management **APPROVED** the part time FE and Nursery Fees for 2018-19.

8. POLICIES

a. Health and Safety Policy Statement

The Audit Committee at its meeting held on 27 February 2018 had recommended the Health and Safety Policy Statement to the Board of Management for approval.

The Board of Management **APPROVED** the annual health and safety policy statement, which was signed by the Principal and the Chair of the Board and would be displayed within the college.

b. Risk Management

The Audit Committee at its meeting held on 27 February 2018 had recommended the Risk Management Policy to the Board of Management for approval.

The Board of Management **APPROVED** the revised Risk Management Policy.

9. ROYAL BANK OF SCOTLAND CONSOLIDATED CASH SERVICE

A report by the Director of Finance set out the rationale for wishing to sign up to a contract for cash deliveries to the College.

The Board of Management **AGREED** to adopt a resolution for the provision of the Royal Bank of Scotland Consolidated Cash Service (including Bulk Cash) and said resolution was duly signed by the Chair.

10. SCHEDULE OF BOARD MEETINGS AND EVENTS 2018-19

A report by the Board Secretary set out the annual schedule of board meetings and events for 2018-19.

The Board of Management **APPROVED** the schedule of board meetings and events for 2018-19 but in doing so noted that there might need to be some changes because of the integration discussions.

11. CAMPUS SPORTS DEVELOPMENT

A report by the Depute Principal proposed the installation of a synthetic sports pitch as Phase 1 of the Campus Sports Development project.

The Inverness Campus Sports Development Steering Group had agreed to take forward the installation of a synthetic sports pitch on the site identified for the campus sports facilities. The decision was taken on the basis that collating the necessary funds for the installation was achievable in the short term, whereas obtaining the funds required for the full development was unlikely in the short term. The pitch would be Phase 1 of the overall development and would be owned and operated by the college. A specification had been drawn up and it was anticipated that the cost would be in the region of £0.7 to £1M.

Several sources of funding or potential funding for Phase 1 had been identified, including from the college's ALF, The Highland Council (THC), SportsScotland and UHI. If the Board approved the synthetic pitch as phase 1 of the development, Highlands and Islands Enterprise (HIE) would contribute the plot on which the development would be located.

The Board of Management **AGREED** to support the college's commitment to taking forward the installation of a synthetic sports pitch as phase 1 of the Campus Sports Development project.

12. **PRINCIPAL'S REPORT**

A report by the Principal provided an overview of new and continuing activity including:-

- Activity targets – the college still anticipated achieving its FE credit target. The HE student numbers were currently ahead of target.
- Course development – the BSc in Optometry had been approved and there were other course related initiatives, which were progressing well.
- Investors in People (IiP) – retention of IiP Gold award
- Integration – as discussed with the Chair of the Integration Board
- Targets and forward planning - including the development of a financial strategy.

The Board of Management **NOTED** the report.

The Chair invited Tom Speirs to remain for the discussion and Tom duly accepted.

13. **STUDENT RESIDENCES**

A report by the Principal referred to issues at the student residences. An investigation had been carried out and further meetings had been held to both address the issues and to create the concept of a "safe campus".

The College had a duty of care/safeguarding for all students within the college and in the residences on the campus. This was set out in the Children (Scotland) Act 1995 and the Protection of Vulnerable Groups (Scotland) Act 2007.

The Board of Management expressed serious concerns that the increase in security to the residences at weekends, as agreed as an action within the investigation report had been withdrawn. Security was a contractual issue between UHI and CityHeart.

The Board were of the opinion that the duty of care required transcended any costs in the provision of enhanced security and questioned why this was not the priority of UHI. Not ensuring the health and safety of students would be a dereliction of duty.

It was confirmed that Student residences was included in the UHI Risk Register.

The Director of Organisational Development was assessing with Kingdom Security the cost of the provision of security at the residences at weekends with a view to Inverness College meeting the additional costs.

The Board of Management **AGREED** that a joint letter be sent from the Chair of the Board and the HISA Inverness President to the Chair of the UHI Court. The letter should express, in the strongest possible terms, their concerns about the lack of security at the student residences, particularly at weekends and the critical importance of the duty of care and health and safety of all students within the residences.

14. DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES

The Board **NOTED** the minutes of the committee meetings as follows:

- a) Longman Disposal Project Board – 19 January
- b) New Campus Project Board – 19 January
- c) Performance, Review and Remuneration Committee – 22 February
- d) Chairs Committee – 22 February 2018
- e) Longman Disposal Project Board – 26 February and reconvened 28 February 2018
- f) Audit Committee – 27 February 2018
- g) Human Resources Committee – 1 March 2018
- h) Learning and Teaching Committee – 6 March 2018
- i) Finance and General Purposes Committee – 8 March 2018

The following item was included in the agenda for noting only and therefore no discussion took place at the meeting.

15. DATA PROTECTION AND INFORMATION SECURITY ONLINE TRAINING

It was noted that some members had still to complete the Information Security and Data Protection online training modules

16. DATE AND TIME OF NEXT MEETING

Tuesday 26 June 2018 at 3.30 p.m.

Signed by the Chair: _____



Date: _____



