

Board of Management

MINUTES of the MEETING of the BOARD OF MANAGEMENT held in rooms 203 and 204, 1 Inverness Campus on Thursday 20 February 2020

- PRESENT:** Hazel Allan (via VC), Sarah Burton, Robyn Kennedy, Innis Montgomery, Chris O’Neil, Gavin Ross, John Wilson, Kelly Mackenzie, George Gunn, Vivienne Mackie, Leanne MacKenzie, Gillian Galloway, Samantha Cribb, Andy Gray, Sally Blyth, Donald MacKenzie, Fiona Neilson, Jaci Douglas, Tina Stones, Tom Speirs
- CHAIR:** Sarah Burton
- APOLOGIES:** None
- IN ATTENDANCE:** Depute Principal Planning and Student Experience
Depute Principal Academic Development
Interim Director of Finance
Director of Organisational Development
Director of External Relations
Director of Student Experience
Director of Curriculum
Director of Research and Innovation
Board Secretary

Declarations of Interest – the following declarations of interest were noted:

- Fiona Neilson declared an interest in item 6.
- Jaci Douglas declared an interest in items 4 and 5.

1. MINUTES OF THE BOARD OF MANAGEMENT MEETING HELD ON 17 DECEMBER 2019

It was noted that an amendment to the minutes were required on page 4, item 5. Pending this amendment, the minutes of the Board of Management Meeting held on 17 December 2019 were **AGREED** as a correct record and were **APPROVED**.

2. OUTSTANDING ACTIONS

- GDPR – It was **AGREED** that this item will remain on the Outstanding Action List until all Board Members have completed their GDPR training.
- Finance System – this is an ongoing process and will remain on the Outstanding Action List.
- Workforce Planning – will be discussed as part of today’s agenda.

3. GOVERNANCE MATTERS FOR BOARD APPROVAL

The Board of Management were asked for their approval of Lisa Ross as the Board Secretary. The Board of Management **RATIFIED** this appointment.

4. PRINCIPAL'S UPDATE - CONFIDENTIAL

The Principal took the Board of Management through the background in respect of the financial challenges that we are facing and the plans for how we move forward. A confidential discussion surrounding further issues took place.

The Principal then took the Board of Management through his presentation.

Samantha Cribb joined the meeting at this point.

The Principal and Interim Finance Director then took the Committee through the potential Financial Recovery Plan.

The Board of Management advised that they would like to see evidence that the proposed savings were achievable and that they would not have an adverse effect on the ability of the business to deliver its outcomes.

The Board of Management requested that a Heat Map be drawn up to provide further clarity on some of the points within the proposed financial action plan including roles and responsibilities for the mechanics of the plan.

The Board of Management was advised that pending budget work being completed they will have all support and services information broken down in detail for further discussion and review at the next Board of Management meeting. However it was highlighted to the Board of Management that further work will continue to ensure that we have the best idea of where we are and how budgets will be managed moving forward. The Board of Management was advised that work is already underway to empower all Heads of Schools to take responsibility for their budgets and to ensure that there are clear reporting mechanisms in place.

The Board of Management requested further clarity on aged debts and the associated risks of having to write these off. Focus will continue on the Income and Expenditure budget and a high level balance sheet will be prepared and reported on. Whilst the Board of Management understood how this has happened they reiterated the need to ensure that this does not again become a resource or capability issue and that a new system for chasing up debt is developed.

The Principal advised that both the potential Financial Recovery Plan and the Staff Plan gave an overview of the background, indicative timelines and checks to ensure that the Board of Management can monitor them throughout the entire process.

With regards timescales the Board of Management were advised that checks will continue until the end of the next Financial Year in August 2021; with a

staff consultation hoped to be completed by May 2020 and the curriculum review commenced by the end of the Summer period.

The Board of Management was also assured that it was felt that we have the capacity, resource and skill to take us through a Financial Recovery Plan. If approved it is hoped that we can begin consultation with staff over the VSS in May with the scheme being implemented before the Summer Break.

As part of the measures to ensure that any Financial Recovery Plan is adhered to it was proposed that a sub group, which may be the existing Chairs Committee meets monthly/bi-monthly to monitor all actions which are being taken. This will be built into the academic cycle for 20-21. The Board of Management requested clarity on how any Financial Recovery Plan would fit in with our current 5 year strategy.

The Principal advised the Board of Management that all monitoring of the Financial Recovery Plan would be built into a live monitoring report which is continuously updated. The Board of Management highlighted that there would need to be one person with overall accountability for ensuring that this document is kept updated and internal auditors should be allowed access to this as part of any audits. It was noted that the Audit Committee Chair and Interim Director of Finance will discuss the proposed plan with our internal auditors prior to the next Audit Committee Meeting.

The Board of Management advised that it was very difficult to comment fully on the plan based on the paper they have received and requested that a timeline be circulated which explains the plan in greater detail.

The Principal advised that if agreed the Financial Recovery Plan would then go to EO for their agreement. For the plan to go to EO it will have to have clear figures and parameters before they will consider it. Following any EO approval the plan would then go to SFC for final approval.

The Board of Management made clear their support in principle but advised that they would require further information before approving the plan. It was noted that further financial information would be available after 5 March 2020 and that an Extraordinary Board of Management Meeting would be required subsequently where a more refined plan would be available for discussion. An updated plan will be taken to the Chairs meeting on 5 March 2020 for further discussion.

5. INTERIM FINANCE DIRECTOR'S REPORT - CONFIDENTIAL

The Interim Director of Finance advised that most of her report has been covered within the discussions under item 4 of the agenda. However, a further lengthy discussion took place with regards the MircoRAM with the Board of Management discussing how the MicroRAM works.

6. DATE AND TIME OF NEXT MEETING

ITEM 01a

Due to time constraints the Chair advised that the meeting would now draw to a close with the following agenda items being taken forward to the April Meeting for discussion:

- Partnership and Service Level Agreement
- Estates Update
- Report on Residences
- UHI Programme Board

Date of Next Meeting: April 2020 at 4.30 p.m.

Signed by the Chair:



Date: 06/10/2020