UHI | INVERNESS

Meeting	Chairs Committee
Date and time	Thursday 18 June 2026 at 8.30 a.m.
Location	Microsoft Teams

Governance Officer
11 June 2026

AGENDA

The timings on this agenda are indicative only and may extend beyond times highlighted.

Welcome and Apologies

Declaration of Interests and/or any Statement of Connections or Transparency Statements.

ITEMS FOR DECISION

08:30 – 08:35 **1) MINUTES**
a.) Minutes of the Chairs Committee Meeting held on 17 March 2026
b.) Confidential Note (CN-CH-01-032026) of the Chairs Committee Meeting held on 17 March 2026
c.) Confidential Note (CN-CH-02-122026) of the Chairs Committee Meeting held on 17 March 2026

08:35 – 08:40 **2) OUTSTANDING ACTIONS**

ITEMS FOR DISCUSSION

08:40 –09:00 **3) PRINCIPAL'S UPDATE (CONFIDENTIAL)**
Verbal Report by the Principal

09:00 – 09:30 **4) CHAIRS UPDATE**
Verbal Reports from Committee Chairs

09:30 – 09:45 **5) TRANSFORMATION UPDATE (CONFIDENTIAL)**

Joint Verbal Report by the Chair of the Board and the Principal

09:45 – 09:50 **6) SKILLS MATRIX UPDATE**
Report by Governance Officer

09:50 – 09:55 **7) BOARD MEMBER EVALUATIONS UPDATE**
Report from Governance Officer

FOR NOTING

09:55 – 10:00 **8) AOCB**

9) DATE AND TIME OF NEXT MEETING
Thursday 10th September 2026 at 8.30 a.m.

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Governance Officer as soon as possible. Additional items of business will only be considered for inclusion in the agenda in advance of the start of the meeting.

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Subject/Title:	Outstanding Actions
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Chairs Committee
Meeting Date:	18 June 2026
Date Paper prepared:	11 June 2026
Brief Executive Summary of the paper:	This paper provides the Chairs Committee with an update on all outstanding actions. The status of the actions has been clearly marked, with updates provided for outstanding actions.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Governance Compliance
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
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

Purpose of the report

To provide the Chairs Committee with an update on all outstanding action.

Executive Summary

The Chairs Committee oversees and monitors the progress of all actions and recommendations raised to date. The status of the actions has been clearly marked, with updates and comments provided for outstanding actions. The Governance Officer monitors the action progress and contacts all actions owners for updates on a regular basis.

Progress update:

- Chairs Committee action list:
  - ✓ 2 ongoing actions

Chairs Committee - Action List

ITEM 02.a

Action	Academic Year	Status	Finding	Recommendation	Recommendation Significance	Implementation Date	Responsible Officer	Comments
1	2021/22 03/03/2022	Ongoing	**Efficiency Review:** A review of the Professional Services Costs now vs pre-financial recovery plan will be conducted as part of our effectiveness review.	This issue will continue to be monitored over the upcoming year in respect of workload analysis and our Talent Management Process.	Moderate	June 2024	EMT	**Update at 18/09/2025:** Talent Management process has been completed and mapped into the financial plan.
2	2025/26 17/03/2026	Ongoing	**Principal's Update:** The Chair of the Board suggested that the Board could invite the Principal and Vice-Chancellor, UHI, to the next Board meeting to explain any concerns about Principal's submission.	The Principal and Vice-Chancellor, UHI, and the Financial Officer, UHI, to be invited to the next Board meeting to explain the misunderstanding around the submission.	Moderate	June 2026	Chair of the Board	

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Subject/Title:	Skills Matrix Update
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Chairs Committee
Meeting Date:	18 June 2026
Date Paper prepared:	11 June 2026
Brief Summary of the paper:	This paper provides Chairs with an update around the work of the SLWG Skills Matrix and next steps of the process. The Board decided at their Strategic Day in May 2026 that a SLWG should be created to review, update and propose changes to the full Board. Meeting of the SLWG took place on Wed 10th June with work scheduled to take place over the next weeks with a collated update presented to the SLWG in 6 weeks' time. The plan is to have the updated Skills Matrix presented to the Chairs in September and full Board in October 2026.
Action requested: [Approval, recommendation, discussion, noting]	Discussion

Link to Strategy: Please highlight how the paper links to, or assists with:: □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational: Governance Risk if Committee's are not quorate.
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]	No
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

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

Background Information:

In March 2026 the Skills Matrix and guidance documents were presented to the Chairs Committee and were approved in principle, subject to further comments from the Board. Both documents were then shared by the Governance Officer with all Members asking for comments and feedback.

Collated feedback document was presented to the Board at the Strategic Day in May 2026 and the Members decided that a SLWG should be created to look at the documents, review existing formats, adjust scales and skill sets desired. The documents would not only provide a useful list of all skills on the Board in terms of succession planning and Committee membership but also clarify training needs and gaps in professional development.

Following Members volunteered for the SLWG: Annie Nelson, Conrad Copeland, Paul Shanks and Heather Keyes. The first meeting of the group took place on Wednesday 10th June 2026. Valuable feedback has been provided and over the next 2-3 weeks the Members and the Governance Office will tidy up the documents with suggestions made on 10th June 2026 before a second meeting is called to further review both documents.

Next steps

Both documents will be reviewed and finalised over the summer break with updated drafts coming to the September Chairs Committee and October Board meetings.

Item 07.

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Subject/Title:	Board and Committee Internal Evaluation Process
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	Chairs Committee
Meeting Date:	18 June 2026
Date Paper prepared:	11 June 2026
Brief Summary of the paper:	This paper provides Chairs with an update in respect of the annual Board Member Evaluations exercise.
Action requested: [Approval, recommendation, discussion, noting]	The Committee is requested to individually undertake the Committee and Chair Evaluation Exercises which will be made available to them via Microsoft Form Survey from beginning of July 2026.

Link to Strategy: Please highlight how the paper links to, or assists with:: ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	The Code of Good Governance for Scotland's Colleges establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework. One of the five principles around which the code has been developed is effectiveness. Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"
Resource implications:	Yes / No **If yes, please specify**: Training Costs

Risk implications:	Yes / No **If yes, please specify:** Operational: required for the proper Governance of the College Organisational: Risk implications to Governance if not compliant.
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	
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

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As previously agreed, all future evaluations will be completed individually via an online survey. Members of the Chairs Committee will be provided with access to these evaluations via the confidential Microsoft Forms Survey with emails being sent w/c 29th June 2026. Members are requested to complete this process by **5.00 p.m. on Friday 21 August 2026.**

Any actions highlighted as part of these evaluations will be brought to the Board of Management and feedback on the Chair will be discussed as part of the separate Board Member Evaluation Process.