

Meeting	Chairs Committee
Date and time	Thursday 24 May 2018 at 8.30 a.m.
Location	Board Room, 1 Inverness Campus

Board Secretary
17 May 2018

AGENDA

Welcome and Apologies

Declarations of Interest

FOR DECISION

- 1. MINUTES**
Meeting of the Committee held on 22 February 2018
- 2. OUTSTANDING ACTIONS / 2017-18 DEVELOPMENT PLAN**
Action List & Development plan
- 3. GOVERNANCE**
 - a. Board member appraisal 2018**
Update position
 - b. UHI Integration Process**
Update from Chair

FOR DISCUSSION

- 4. STANDING ITEM – ISSUES FROM CHAIRS**
 - 5. NEW DEPUTE PRINCIPAL POST – MONITORING OF PROGRESS WITH PROJECTS**
Discuss
-

FOR NOTING

- 6. PRINCIPAL'S UPDATE INCLUDING PRIZEGIVING AND GRADUATION 2018**
Report by Principal

7. AOCB

8. DATE OF NEXT MEETING

Thursday 13 September 2018 - 8.30 a.m.

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Board Secretary 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.

**MINUTES of the MEETING of the CHAIRS COMMITTEE held in the Board Room,
1 Inverness Campus on Thursday 22 February 2018**

PRESENT: Hazel Allen, Sarah Burton, Neil Stewart, Steve Walsh,
John Wilson
APOLOGIES: Brian Henderson
CHAIR: Neil Stewart
ATTENDING: Principal
Secretary to the Board of Management

1. MINUTE

The minute of the Meeting of the Committee held on 23 November 2017 was **ACCEPTED** as a correct record, was **APPROVED** and signed by the Chair.

2. OUTSTANDING ACTIONS / 2017-18 DEVELOPMENT PLAN

The Committee considered the outstanding actions within the action list and within the 2017-18 development plan. The Principal advised that he would hold 1:1 meetings with Board Members to progress their ambassadorial role.

The Committee **AGREED** that a number of actions had been completed so could be removed from the list and that the development plan be amended accordingly.

3. GOVERNANCE

a. Position of Vice Chair

The Board Secretary advised that the current Vice Chair, John Wilson had indicated that he wished to step down from the role. It was important that the Board had a robust succession planning process to reduce any risk associated with the loss of experienced members. A new Vice Chair would be able to develop the skills required for the position and potentially the position of Chair. There was an agreed process for the appointment of Vice Chair.

The Committee **AGREED** that the Board Secretary should start the process for the appointment of a new Vice Chair and that the Board of Management would make an appointment at the next Board meeting on 22 March.

b. Board member appraisal 2018

The Board Secretary referred to the annual Board Member evaluation, which required to be carried out by the Board Chair and Committee Chairs.

The Chairs **NOTED** the Board Member evaluations which they were required to undertake.

c. Board member induction – enhancement of process

The Board Secretary referred to a list of proposals which had been development following a meeting with the Chair of the Learning and Teaching Committee to enhance the induction process.

The Committee **AGREED** that these proposals be included as part of the induction process.

d. UHI Integration Process

The Chair gave a brief update on UHI integration and confirmed that Perth College had pulled out of the process. The Project Director post had been advertised and the Chair of the Integration Board, Blair Sandison, the Chair of UHI Court, Garry Coutts, the HISA President, Holly Scrimgeour and Rosemary McCormack, Staff Member on Court would comprise the interview panel.

Rodger Sendall, Head of Governance and Records Management and Alison Lochhead, Communications and External Relations Manager would be assisting with secretarial and communication requirements respectively.

The Integration Board were seeking a Principal to join the Board and discussions were currently underway. The due diligence process would commence and cross party engagement would be undertaken with politicians. Weekly updates would be provided on progress

4. BOARD DEVELOPMENT DAY – FRIDAY 27 APRIL

The Board Secretary advised that rooms in An Lochran had been booked for the Board Development day on Friday 27 April. A teambuilding session would be held in the morning and in the afternoon members of SMT would join the event.

The Chair asked the Committee what topics they wished to cover in the afternoon session.

It was **AGREED** that that funding (income generation/cost reduction) strategic direction, integration and risk would be the topics to be covered in the afternoon. The Chair of Audit would lead on risk and the Principal would lead on the other topics.

The Board Secretary would contact Ronnie Malcolm, who had been working with the SMT on Leadership and Development to see if he was available to act as facilitator for the team building session.

5. STANDING ITEM – ISSUES FROM CHAIRS

Learning and Teaching – The Chair advised that there had been discussion on the Terms of Reference of the Learning and Teaching Committee and a paper would be submitted to the next meeting in March

6. DATE OF NEXT MEETING

Thursday 24 May 2018 - 8.30 a.m.

Signed by the Chair: _____

Date: _____

Outstanding Actions - Chairs Committee

23 November 2017				
Item	Action	Responsibility	Time line	Actioned
Sharing and learning from other boards	Take forward as part of Board Development day	Board Secretary	27 April 2018	
Committee structure / risk management	Committees to focus more on risk management. Risk to be included as part of Board Development Day	Board Secretary	27 April 2018	Complete
Issues from Chairs	Discuss how to reflect risk at the Board Development Day	Board Chair and Chair of Audit	27 April 2018	Complete
22 February 2018				
Item	Action	Responsibility	Time line	Actioned
Ambassadorial role	Principal to guide board members on this role without becoming involved in operational issues Hold meetings with groups of Board Members	Principal	For next meeting May 2018	Part complete
Position of Vice Chair	Process for appointment	Board Secretary	Immediate	Complete
Board Member induction	Include proposals as part of board induction process	Board Secretary	Ongoing/ for next induction	Part complete
Board Development Day	Funding, Strategic Direction, Integration and Risks agreed as topics	Chair of Audit Principal	For 27 April	Complete
	Ronnie Malcom to be approached as facilitator	Board Secretary	Immediate	Complete

INVERNESS COLLEGE UHI – BOARD OF MANAGEMENT DEVELOPMENT PLAN

	RECOMMENDATION	ACTION	RESPONSIBLE PERSON	TIMESCALE	Comments
Recommendations 1 – 5 - from the Externally facilitated review of Board Effectiveness carried out by Henderson Loggie and approved by the Board of Management in March 2017					
1	As part of the UHI Court review of governance arrangements, specific clarification should be sought on how decisions taken at FERB and UHI Court, which may have implications for Inverness College UHI, will be translated in key messages which can be disseminated for discussion at the College Board of Management and potentially shared with staff	Clarification will be sought on how this issue can be progressed as part of the UHI Court review of governance arrangements	Chair of the Board of Management	30 April 2017 (extended to Summer /Autumn 2018)	There is now discussion on integration so the timeline has been extended
2	A revision of the financial reporting format should be a focus for the next Director of Corporate Services (or equivalent); with specific reference to the distillation of key messages (for the F&GP committee and potentially other committees	This will be taken forward as part of the review of financial reporting within the college	Next Director of Corporate Services or equivalent	31 December 2017	Director of Finance appointed July 2017. Discussions have taken place with the Chair of F&GP and this will be actioned in full at the December F&GP meeting. COMPLETE
3	The previous work conducted to consider the Board's risk appetite should be revisited and finalised	The work will be progressed following discussion and agreement	To be determined	To be determined	Board of Management at its meeting on 26 Oct 2017 agreed to adopt the

		on the Executive Lead for risk management			<p>UHI Risk Statement and Risk Appetite</p> <p>COMPLETE</p> <p>The College will be involved in the further work which will be undertaken by UHI in 2018.</p> <p>Risk appetite will be one of the sessions at the IC Board Development Day on 27 April 2018</p> <p>COMPLETE</p>
4	The requirement for audit committee members to meet in private with the external auditors annual should be added to the Audit Committee terms of reference when this is next updated	This will be taken forward as part of the scheduled review of all committee terms of reference	Board Secretary	31 October 2016	<p>New terms of reference approved by Board of management on 26 October 2017</p> <p>COMPLETE</p>
5	Clarity should be sought from both FERB and the UHI Court regarding the process for achieving compliance with Section D27 of the Code of Good Governance	This will be taken forward to ensure compliance with the Code	Board Secretary	30 April 2017	<p>Board Chair appraisal completed by Chair of Court, April 2017</p> <p>COMPLETE</p>
Recommendations 6 – 9 - from the annual Board appraisal process approved by the Board of Management in October 2017					
6	What more could the board do to be open and transparent?	Board members to engage more in ambassadorial role	All Board members	ongoing	<p>Principal has set up a series of meetings (starting April 2018) with groups of Board members to take this forward.</p> <p>PART COMPLETE</p>

7	Are we learning and sharing enough from other boards?	Chair to raise this in the first instance through FERB and then consider the wider college sector.	Chair of the Board of Management	Next Meeting FERB (extended to Summer / Autumn 2018)	See 1 above - timeline extended
8	How could we improve and develop our system of induction, training and assessment of board members?	Board Secretary and a few Board members to review the current induction process and materials	Board Secretary	End Feb 2018	<p>Sarah Burton and Board Secretary met on 12 Jan 2018. Number of suggestions for improvement agreed by Chairs Committee in Feb 2018 are now incorporated into the Induction process</p> <p>COMPLETE</p>
9	Do I think our committee structure enhances our scrutiny work or does it slow us down or draw us into too much detail?	Chairs Committee to consider how to improve the process	Board Secretary	End Feb 2018	<p>Chairs agreed that committees need to focus more on risk management. Risk to be included as part of Board Development Day – 27 April 2018</p> <p>COMPLETE</p>

BOARD OF MANAGEMENT

Subject/Title:	Principals Update including Prize Giving & Graduation 2018
Author: [Name and Job title]	Prof Christopher O'Neil, Principal & Chief Executive
Meeting:	Chairs
Meeting Date:	24 May 2018
Date Paper prepared:	16 May 2018
Brief Summary of the paper:	To provide an update from the Principal on key matters within the college and the partnership and an outline of the early planning around Graduation and Prize giving
Action requested: [Approval, recommendation, discussion, noting]	Noting
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:	No If yes, please specify:
Risk implications:	No If yes, please specify:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

ITEM 6

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

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

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

Principals Update

We have now completed the second round of workroom talks following up on the vision statements, position, direction and also sharing a “grand narrative” for UHI integration

These talks were on the whole very positively received but have revealed some concerns in some areas, particularly in trades areas, where staff clearly feel challenged in relation to changes to the evolution of working practice that have been in place for a significant time. The process of managing these concerns which are mostly limited to personal circumstances (ie pensions, terms and conditions) and are being addressed on a case by case basis. They amount to no more than half a dozen staff.

Following on from the presentation of the grand narrative to the Board, the context and thinking was applied to a full day event looking at architecture. The event considered how architecture can draw in trades, businesses and the local authority as well as the research and teaching capacity of the wider University in what could be a very innovative course. We explored a delivery model that we now need to test with Royal Institute of British Architects (RIBA) which could use a partnership structure for the validated studies. There is a great sense of excitement across the University and a number of work streams are being developed to test and to ultimately deliver the programme. This model will be used to demo the “Principals Perspective” to Shirley-Anne Somerville, the Minister for Further Education, Higher Education and Science, when she visits UHI to examine the integration programme.

Within the context of the vision and the student partnerships experience being a priority, the staff conference has been developed with the theme “Engage and Enhance”. The reason it has been developed in this way is to ensure that staff recognise that enhancement must be applied to themselves as well as to the student experience. This is consistent with the Progressive Academic Structure already discussed and will move us to a position where personal growth is vital for every member of our community regardless of them being staff or student.

The Lead programme 4 will test the vision for Inverness College UHI and ensure it is consistent, understood and earned across the SMT and then by middle managers. This is an important point in our development because whilst individual work streams are understood and developing extremely well (PAS, student partnership, KPIs) we need to be sure that people understand where and how they and their work fits in to the whole.

Prize Giving 21st June 2018

The guest speaker for the Prize Giving is Tom Campbell who is the Managing Director for North Coast 500.

There are 70 prizes to be presented on the evening, including the BOM Endeavour Award. Prize winners will receive a certificate, prize from a local business and a tree sapling.

Invitations will be sent to the Board of Management at the start of June with full details.

Graduation 4th October 2018

Discussion for the graduation event at the brining of October is still in the very early stages. It is anticipated that arrangements will be very similar to those last year with a pre-ceremony gowning and refreshments at IC UHI, the ceremony being held at Eden Court, a procession through town and the celebration at IC UHI. The day itself usually runs from 11 until approx. 5pm.

Karen Gillian has been approached as guest speaker but has declined and the Marketing Team are working on securing another speaker.

We have been advised of the following attendees from UHI –

Crichton Lang
Clive Mullholland
Fiona Larg
Neil Simco
Michael Rayner
Holly Scrimgeour

The Platform Party will consist of around 60 guests, including IC UHI staff, UHI Staff, Board of Management, a local minister, HISA reps and a macebearer.