

## Board of Management

Meeting	Chairs Committee
Date and time	Wednesday 20 November 2019 at 8.30 a.m.
Location	Board Room, 1 Inverness Campus

Board Secretary  
14 November 2019

### AGENDA

#### Welcome and Apologies

#### Declarations of Interest

**1. MINUTES**

Meeting of the Committee held on 16 May 2019  
Meeting of the Committee held on 12 September  
2019

**2. OUTSTANDING ACTIONS**

Action List

**3. SMT REPORT (CONFIDENTIAL)**

Report by Principal

**4. AOCB**

**5. DATE OF NEXT MEETING**

Thursday 5 March 2020 - 8.30 a.m.

**MINUTES of the MEETING of the CHAIRS COMMITTEE held in the Board Room,  
1 Inverness Campus on Thursday 16 May 2019**

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

**1. MINUTES**

The minute of the Meeting of the Committee held on 12 March 2019 was **ACCEPTED** as a correct record and was **APPROVED** and signed by the Chair.

**2. OUTSTANDING ACTIONS**

The Committee **AGREED** which actions had been completed and could be signed off and those which were still outstanding and would remain on the list.

**3. GOVERNANCE - REVIEW OF TERMS OF REFERENCE**

A report by the Board Secretary advised that the Terms of Reference (TOR) of the Chairs, Search and Nomination and Performance, Review and Remuneration Committees had last been reviewed in 2017. At that time, a number of changes had been made to all TOR.

Following discussion, the Committee **AGREED** to **RECOMMEND** to the Board of Management

- a. A proposed change to the Search and Nomination TOR relating to the selection panel
- b. That the TOR of all three committees be amended to allow the Vice Chair of each standing committee to deputise for the Chair in his or her absence

Further, the Committee **REQUESTED** that the Board Secretary clarify with the Head of Governance and Records Management at UHI if the current Chair of the Board of Management could be part of the interview panel for his successor

**4. STANDING ITEM – ISSUES FROM CHAIRS**

Consideration of this item was deferred until the next meeting.

**5. KEY STRATEGIC ISSUES**

Following a request at the last meeting, the Principal had prepared a report collectively with the SMT which provided an update on where and how some of the College's strategic drivers and imperatives were supported or challenged by the operational (or other) capacity/or ability of the wider UHI. The paper was presented under the following headings

- Support model
- Residences
- Internationalisation

- Branding and marketing
- Curriculum efficiency
- Curriculum approval

The Committee discussed the main issues under each heading focussing particularly on Residences and Internationalisation.

A UHI internal audit report had recently been completed on the residences and the committee once again expressed its concern at the financial risks of the residences to the financial sustainability of the wider UHI partnership. It was understood that a working group had been formed to look at the issues affecting the residences.

A significant number of challenges had been identified under the internationalisation agenda which threatened the delivery of the business plan.

*Hazel Allen entered the meeting*

The Committee were concerned that because of the multiple challenges identified, there was a risk that the College would not achieve the objectives within the Finance Strategy.

The Committee **AGREED** that the

1. UHI audit report on the residences be included as an item on the agenda for the next Board of Management meeting.
2. Principal would raise the challenges of internationalisation and the student unit of resource at the next meeting of the Partnership Council
3. Chair of the Board would investigate the best route to raise the challenges to internationalisation with the University Court

## 6. SMT UPDATE

A report by the Principal provided an overview of continuing activity relating to National Pay Bargaining and the work of the UHI Programme Board.

The Committee **NOTED** the position.

## 7. DATE OF NEXT MEETING

Thursday 12 September 2019 - 8.30 a.m.

**Signed by the Chair:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**NOTE of the MEETING of the CHAIRS COMMITTEE held in the Board Room, 1 Inverness Campus on Thursday 12 September 2018**

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

As only two members of the Committee were present, the meeting was inquorate.

**1. MINUTES**

The minutes of the Meeting of the Committee held on 16 May 2019 would be presented to the next meeting in November for approval.

**2. OUTSTANDING ACTIONS**

It was agreed that the outstanding actions would be considered at the next meeting in November.

**3. STANDING ITEM – ISSUES FROM CHAIRS**

None.

**4. SMT PAPER**

The Principal's Report provided a briefing and discussion document which set out 5 key concerns for the coming academic year as follows:-

- Strategic development
- Five year workforce plan 2020-25
- Current staffing profile
- MicroRAM
- Finance Director

**5. AOCB**

None.

**6. DATE OF NEXT MEETING**

Thursday 21 November 2019 at 8.30am.

**Signed by the Chair:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Outstanding Actions - Chairs Committee

<b>22 February 2018</b>				
<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time line</b>	<b>Actioned</b>
Ambassadorial role	Principal to guide board members on this role without becoming involved in operational issues Hold meetings with groups of Board Members	Principal	Revised timescale - By end May 2019	In progress
<b>12 March 2019</b>				
<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time line</b>	<b>Actioned</b>
Board member evaluation	Evaluations to be completed	All Chairs	By end June 2019	
Delegated authority of standing committees	Board Chair to review	Board Chair	<del>By end July</del> By end of August for 12 Sept meeting	
Finance Strategy	Targets to be set for each of the KPI's to enable F&GP to scrutinise progress at its quarterly meetings	D of F	For June F&GP meeting	
<b>16 May 2019</b>				
Review of TOR	Change to S&N re selection panel Amend S&N, Chairs and PR&R to allow VC to deputise for Chair of standing committees	Board Secretary	For June BOM	
Key Strategic Issues	1. audit report on the residences be included as an item on the agenda for the next Board of Management meeting.	Board Secretary	For June BOM	
	2. Principal would raise the challenges of internationalisation and the student unit of resource at the next meeting of the Partnership Council	Principal	For next PC	
	3. Chair of the Board would investigate the best route to raise the challenges to internationalisation with the University Court	Board Chair	For next Court meeting - June	

## Chairs Committee

<b>Subject/Title:</b>	Principals Briefing
<b>Author:</b> [Name and Job title]	Prof Christopher O'Neil
<b>Meeting:</b>	Chairs Committee
<b>Meeting Date:</b>	20 <sup>th</sup> November 2019
<b>Date Paper prepared:</b>	11 <sup>th</sup> November 2019
<b>Brief Summary of the paper:</b>	This report provides the Board with an overview of new and continuing activity.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion and noting
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	<ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• change</li> </ul>
<b>Resource implications:</b>	Yes <b>If yes, please specify:</b> Yes, but following subsequent actions
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> action is needed and will follow Operational: Organisational:
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should <b>not</b> 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)	X	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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)