

Board of Management

MINUTES of the MEETING of the BOARD OF MANAGEMENT held in the Inverness College Board Room, Inverness Campus on Thursday 17 December 2015

PRESENT:	Hazel Allen, Robbie Bain, Hector Douglas, Elaine Harris, Louise James, Jenny Loeffler, Helen Miller, Lizzie Munro, Diane Rawlinson, Neil Stewart, Garry Sutherland, Dominic Thierry
CHAIR:	Garry Sutherland
APOLOGIES:	Carolyn Caddick, John Wilson
IN ATTENDANCE:	Depute Principal Director of Organisational Development Director of Corporate Services Head of Curriculum Head of Student Services Head of Research and Postgraduate Development College Secretary
ALSO IN ATTENDANCE:	Brenda Dunthorne, Brian Henderson, Mick Longton, Ryan MacIntyre, Lindsay Mitchell, Steve Walsh.

As this was the last meeting which he would Chair, Garry Sutherland was delighted to welcome the new board members who had recently been appointed and to record his thanks to the board members who had or would be stepping down at the end of the year.

He referred to the six issues he had highlighted at the start of his tenure which needed to be taken forward, namely.

- *Managing change internally to focus on Learning and Teaching*
- *Participating and challenging on the Government Agenda for Change*
- *The New Campus*
- *Building a relationship with the University Court and UHI Executive office*
- *Increasing the profile of the College by rebuilding a relationship with key stakeholders*
- *Streamlining the business of the Board of Management*

He was delighted that everything had been achieved and thanked the Board, the staff and the students for making this happen.

1. MINUTES

The Minutes of the Meeting of the Board of Management held on 7 October 2015 were **AGREED** as a correct record and were **APPROVED** and signed.

2. AUDIT COMMITTEE ANNUAL REPORT TO THE BOARD OF MANAGEMENT

The Audit committee, at its meeting on 24 November 2015, had considered the Audit Committee's annual report to the Board of Management. The report, as required under the Audit Code of Practice, covered the Committee's activity and the work of the College's internal and external auditors in 2014/15

The Committee had agreed that the report was an accurate reflection of what had been undertaken during 2014/15.

The Board of Management **APPROVED** the Audit Committee Annual Report to the Board of Management.

3. AUDITED ACCOUNTS FOR YEAR END 31 JULY 2015

The Joint Audit/Finance and General Purposes Committee, at its meeting on 3 December 2015 had considered the annual audit report and the Financial Statements for the year ended 31 July 2015 and had recommended approval of same to the Board of Management. The independent auditor's report provided an unqualified opinion on the financial statements, on the regularity of transactions and on the consistency of the operating and financial review and the financial statements. They were also satisfied that there were no matters which they were required to report by exception.

There was, however, a qualified opinion on the remuneration report. The Government Financial Reporting Manual required pension disclosures for each senior official who had served during the year. The College, like a number of others in the Sector, had not included these disclosures in full as further information was still awaited. Except for this matter, the remuneration report had been properly prepared.

The Board of Management **APPROVED** the final annual audit report and the Financial Statements for the year ended 31 July 2015 for submission to the Scottish Funding Council.

4. STRATEGIC PLAN 2014-2017

A report by the Principal outlined an addendum to the strategic plan for 2014/17 which had been created to bring additional focus to the final year of this planning cycle. The report had been informed by the Board of Management Strategic Planning event and discussions with the Senior Management Team.

It acknowledged the progress made to date against strategic aims and objectives but also proposed objectives and associated targets that had been written with the aim of capitalising as far as possible on the recent relocation of the College and the developmental work done to date.

The objectives were deliberately high level and strategic so operational teams could be empowered to creatively interpret these while being part of a coherent and focussed cross-college effort.

The Board of Management **APPROVED** the addendum to the Strategic Plan, subject to the inclusion, within the engagement theme, of a reference to the

Student Partnership agreement with ICSA and **NOTED** that the addendum would form the basis of a series of staff presentations and workshops to be held in January to launch the 2016/17 operational planning period.

5. **MEMBERSHIP OF COMMITTEES**

A report by the College Secretary advised that a number of Board Members had stepped down from the Board over the last year and the term of office of a number of other members would come to an end on 31st December. A recruitment campaign had been carried out in the autumn and four new Board Members had been appointed and would take up their role on 1 January 2015.

As a result of the considerable change in the membership of the Board it was necessary to review the membership of the Committees and to appoint new Chairs.

The Board of Management

1. Noted the resignation of John Wilson as a member of the Audit Committee with effect from 2 December 2015.
2. Approved the retrospective appointment of John Wilson as Chair of the Finance and General Purposes Committee with effect from 3 December 2015 following the sudden resignation of Donella Steel
3. Noted the resignation of John Wilson as Chair of the Human Resources Committee.
4. Noted, as a result of the offer of an Erasmus place in Finland from January 2016, the resignation of Jenny Loeffler as a Student member with effect from 18 December 2015.
5. Approved the appointment of Ryan MacIntyre as a Student Member with effect from 18 December 2015.
6. Approved the appointment of Chairs to the Committees as follows:-

Committee	Chair
Learning and Teaching	Louise James
Audit	Hazel Allen
Human Resources	Elaine Harris
New Campus Project Board	Neil Stewart

7. Approved the appointment of the new Board Members, namely Lindsey Mitchell, Brian Henderson, Mick Longton, and Steve Walsh, and John Wilson and Ryan MacIntyre to the 4 standing Committees, namely Audit, Human Resource, Learning and Teaching and Finance and General Purposes as shown in Appendix 1
8. Subject to approval by the UHI Court, noted the co-option of Hector Douglas to the Finance and General Purposes Committee
9. Subject to approval by the UHI Court, noted the co-option of Brenda Dunthorne to the Finance and General Purposes Committee and the New Campus Project Board.
10. Noted that the terms of reference of the Chairs, Search and Nomination and Performance Review and Remuneration Committees stated that the membership comprise the Chair of the Board and the Chairs of the Committees and accordingly the membership would be as shown in Appendix A.

11. Noted that Neil Stewart, the Chair designate would be a member (ex-officio) of the Learning and Teaching, Finance and General Purposes and Human Resources Committees and would have an open invitation to attend meetings of the Audit Committee

6. UHI RESIDENCES PROJECT

A report by the Director of Corporate Services provided an update on the current status of the UHI Residences Project as follows:-

- Cityheart had project funding in place from Aviva for phase 1 of the project.
- In terms of phase 1 construction, both the Inverness College and West Highland College were currently still on target to complete by their contractual dates of 5 September 2016 and 1 August 2016 respectively.
- The Cityheart website, which would be linked to the Inverness College website, would be fully functional by February 2016.
- Cityheart were keen to work together on the project and had suggested setting up a project board at UHI level, as well as holding regular meetings with the academic partners.
- By the end of December 2015, Cityheart will be in a position to share the full process map, which will highlight the key responsibilities for the residences and whether they are Cityhearts or UHI's.
- UHI has still to prepare the UHI/ Academic Partner agreements which would set out the terms and conditions under which the partners would operate the residences.

The Committee **NOTED** that clarification was required on a number of issues relating to the management of the residences.

7. NATIONAL PAY BARGAINING UPDATE

A report by the Director of Organisational Development advised that in October 2015, management side made a pay offer to staff side of:

- the living wage for all directly employed staff;
- 1% consolidated pay increase, or £300 (pro rata for part time) consolidated increase for employees earning less than £30,000, whichever was the greater.

Support staff unions had recommended acceptance of the offer made in October plus two days non-consolidated annual leave in 2015/16.

EIS FELA met on 13 November and delivered a clear rejection of the management side pay offer. A formal ballot on industrial action was expected in the New Year.

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

8. PROGRESS TOWARDS ACTIVITY TARGETS

A report by the Depute Principal advised that the FE recruitment, in terms of funded activity (Credits) was currently 4,258 credits below the year-end target. Planned activity still to enrol equated to 4,797 credits.

A working group of PDMs had taken forward work to enhance existing courses in order to further develop employability, taking advantage of the new credits funding system. This had resulted in an additional 2,500 credits being identified which could help in reducing the shortfall in the target figure.

In order to ensure that the College made target this year it was important that:

- The College maximised the potential recruitment to planned programmes;
- The PDMs finalised the additional credits to be added to existing and January start short full-time programmes and these were processed via student records;
- The College considered additional activity that may be required as a contingency.

In terms of HE recruitment, based on the current enrolments the College was projecting a total of 1,502 FTE against a target of 1,450.6 FTE: a projected variance of +50 FTE. The steady increase in HE numbers over the last two years would also inform the curriculum planning for 2016-17 and longer-term planning for further growth.

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

9. PRINCIPAL'S REPORT

A report by the Principal summarised the key activities of Inverness College UHI and sector-wide developments that had emerged during the past three months.

- **UHI/Academic Partnership Agreements – progress update**

A further workshop had been held on Thursday 19 November 2015 to discuss the draft Academic Partnership Agreement previously circulated. A further workshop was being arranged to discuss research commercialisation, common policies, decisions requiring UHI consent and ownership of FE teaching materials.

In response to academic partner feedback that the document being discussed was a contract and had lost the partnership ethos of the original agreements, UHI has proposed the development of an overarching 'All Party Agreement'. The agreement would not be legally binding rather it would aim to capture within a concise statement the commitment of each partner to work together to deliver the University's strategy plan throughout the region.

It was agreed that a working group would meet early in 2016 to progress an all-party agreement.

- **Financial Memorandum**

No further updates had been received from UHI regarding the Financial Memorandum. No agreement was reached regarding the final draft. Discussions were on-going between UHI and the Scottish Funding Council.

- **Shared Services**

The proposed transfer of staff to the Shared Services Company on 1st December had been postponed. An update from UHI was expected by 31st December.

- **UHI Strategy Day – Update**

A University Strategy Day was held on 20th October, part of which considered options for structural change in the context of financial challenges ahead.

In order to progress, it had been agreed that the Principal and Vice Chancellor convene a meeting of Principals from across the partnership to discuss and agree the membership and remit of a working group to take actions forward on the future structure of the UHI Partnership.

- **Balloch Official Opening**

The official opening event for the Balloch Campus was being organised to take place in February.

- **Stakeholder Engagement**

A number of events had been held in the new campus and had been very well attended by members of the public, schools, local businesses and public sector agencies

- **Congratulations to Niall McArthur**

Niall McArthur has been appointed as Director of Corporate Resources at UHI and would take up his new position in February

- **Competition Success**

The College Development Network Awards were held on 26th November in Glasgow and Inverness College UHI won first place in the Changing Colleges Award for Transformational Change in the Highlands. Inverness competed with all Colleges in Scotland for this award.

The Board of Management **NOTED** the activities as outlined above.

Steve Walsh left the meeting.

10. **DEVELOPMENT FRAMEWORK FOR BOARDS IN THE COLLEGE SECTOR**

A report by the College Secretary introduced the new Development Framework Document for Boards in the College Sector, provided details of the national college sector induction programme which would be rolled out from January 2016 and made reference to the probable requirement of all colleges to undertake an externally facilitated evaluation of their effectiveness by summer 2016.

The Board of Management noted that the College Secretary would

1. attend a workshop which was planned for January 2016, bringing all the Board Secretaries across UHI together

2. Update the current induction training pack to ensure that it reflected the requirements within the Framework document
3. Establish board evaluation and development processes which reflected the requirements set out in the Framework document.
4. If confirmed, begin making arrangements for an externally facilitated evaluation exercise to be undertaken by June 2016.

11. BOARD EVALUATION – ACTION PLAN

As part of the Strategic Planning Day held on 20th November, the Board had considered the feedback from the Board Evaluation exercise undertaken at the Board Meeting in June 2015.

A number of issues had been identified and the Chair Designate and the College Secretary had developed an action plan for consideration by the Board.

Lizzie Munro, Dominic Thierry, Brian Henderson and Louise James volunteered to be part of the short life working group on communication.

The Board of Management **APPROVED** the board evaluation action plan.

12. MINUTES OF MEETINGS OF BOARD COMMITTEES

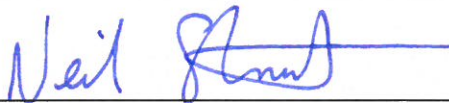
- a) Chairs Committee – 6 November 2015
- b) Audit Committee – 24 November 2015
- c) Learning and Teaching Committee – 2 December 2015
- d) Human Resources Committee – 2 December 2015
- e) Finance and General Purposes Committee – 3 December 2015
- f) Joint Audit and Finance and General Purposes Committee – 3 December 2015

The Board of Management **NOTED** the minutes of the aforementioned meetings.

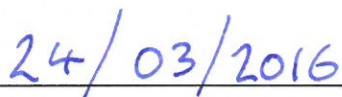
13. DATE AND TIME OF NEXT MEETING

Thursday 24 March 2016 at 12 NOON.

Signed by the Chair:



Date:



APPENDIX A

COMMITTEE MEMBERSHIP FROM JANUARY 2016

Membership from Terms of Reference	Members
Audit At least 5 plus open invitation to Chair and Principal <i>Lead Officer – Director of Corporate Services</i>	Hazel Allen (Chair) Elaine Harris Louise James Steve Walsh Lindsey Mitchell Neil Stewart (by open invitation) Principal (by open invitation)
Finance & General Purposes At least 5 plus Chair and Principal ex officio <i>Lead Officer – Director of Corporate Services</i>	John Wilson (Chair) Brian Henderson Mick Longton Support Staff Member (Helen Miller) Neil Stewart (ex officio) Principal (ex officio) Hector Douglas (Co-opted) Brenda Dunthorne (Co-opted)
Human Resources At least 5 plus Chair and Principal ex officio <i>Lead Officer – Director of Organisation, Development and Performance</i>	Elaine Harris (Chair) Hazel Allen Lindsey Mitchell Brian Henderson Vacancy Neil Stewart (ex officio) Principal (ex officio)
Learning and Teaching At least 5 plus Chair and Principal ex officio <i>Lead Officer – Depute Principal</i>	Louise James (Chair) John Wilson Mick Longton Steve Walsh Support Staff Member – Helen Miller Teaching Staff Member - Dominic Thierry Student Member – Lizzie Munro Student Member – Ryan McIntyre Neil Stewart (ex officio) Principal (ex officio)
Chairs /Performance Review and Remuneration/Search & Nomination Chair, Vice Chair and Committee Chairs (Principal excluded from PR&R) <i>Lead Officer – College Secretary</i>	Neil Stewart (Chair of Board, Chairs & S&N) John Wilson (Vice Chair, F&GP, PR&R) Hazel Allen (Audit) Louise James (L&T) Elaine Harris (HR)
New Campus Project Board 8– Chair, Principal, 5 members to include 1 from Audit and 1 from F&GP + COOS to UHI <i>Lead Officer – New Campus Project Director</i>	Neil Stewart (Chair) Louise James John Wilson Principal Fiona Larg (UHI) Lizzie Munro (Student) Brenda Dunthorne (Co-opted) Vacancy