

## Board of Management

### Minutes

<b>Meeting Reference</b>	Board2011-12/03
<b>Date and Time</b>	Wednesday 15 February 2012 at 5.30 pm
<b>Location</b>	Room 308, Brahan Building
<b>Purpose</b>	Consideration of Capita Report on UHI Operating Model
<b>Board Members Present</b>	Mark Bell, Shravan Chama, Bill Duncan , Derek Forgan, Ian Jackson, Ian Marr, Ian Mathers, Dr Thomas Moore (Principal), Alistair Napier, Dr James Urquhart, June Wilson and Norman Wilson.
<b>Apologies</b>	Penny Brodie and Allan Clow
<b>Co opted</b>	John McDonald and James Rendall
<b>In attendance</b>	Susan Bald, Director of Human Resources Margaret Munckton, Assistant Principal Iain Neilson, Director of Finance Duncan White, Director of Resources Sara Wood, Director of Communications and Corporate Development
<b>Chair</b>	Ian Mathers
<b>Minutes</b>	Kirstie Graham, Clerk to the Board
<b>Quorum</b>	8

Summary of Action Items			
Ref	Action	Responsibility	Time line
7	Communicate Board position on Capita recommendations to UHI Court	Chair/Clerk	For 22 Feb 12 meeting
8	Respond to the Cabinet Secretary on Griggs review of FE governance	Chair/Principal/ Clerk	By 24 Feb 12
9	Prepare programme for Cabinet Secretary's visit on 5 March 2012	Principal/SMT/ Clerk	5 March 12

### 1. Welcome

Ian Mathers informed the meeting that the Chair, Penny Brodie, had sent her apologies due to illness. As Vice Chair, he would therefore Chair the meeting.

As Chair, Ian Mathers welcomed new Board member Ian Jackson and co opted Board members John McDonald and James Rendall to their first meeting of the Board.

He noted the sad and sudden death of serving Board member Jim Adamson. Jim had made a valued contribution to both the Board and AST and thoughts were with his family.

## 2. **Additions to the Agenda**

The Clerk requested an additional agenda item regarding Board membership on the AST Board of Directors, in the light of Jim Adamson's death. Permission was granted to consider this item.

The Clerk reminded members that at the Board meeting on 15 December 2011, the Board had approved Alistair Napier joining AST Board of Directors as Vice Chair, with a view to stepping up to Chair when Jim Adamson's term of office ended in May 2012. Ian Mathers would then join AST Board as Vice Chair. This would now need to be addressed more quickly.

**Approved:** Alistair Napier is appointed Chair and Ian Mathers Vice Chair of AST Board of Directors with effect from the AST Board meeting on Monday 13 February 2012.

## 3. **Declaration of Interest in any agenda item**

There were no declarations of interest.

## 4. **Minutes of the meeting of the Board of Management held Thursday 15 December 2011**

The minutes, circulated prior to the meeting, were **approved**.

## 5. **Actions arising from previous minutes**

**Noted:** The outcome of actions arising from the previous minutes.

## 6. **Cabinet Secretary's Visit – 31 January 2012**

The Principal Dr Moore reported on the Cabinet Secretary Michael Russell's meeting at Perth College UHI on 31 January 2012. This had been called by the Cabinet Secretary and all Academic Partner Principals and Chairs were invited, along with the Principal of UHI and Chair of UHI Court. A written note of this meeting had been expected from the Cabinet Secretary's Office, but had not, to date, been received.

Dr Moore reported that the Scottish Government has an agenda for change, with the reduction in FE funding a lever to ensure change.

He reminded members that there had been reviews undertaken of both HE and FE governance. The HE review, chaired by Professor Ferdinand von Prondzynski went through an evidence gathering exercise and the response of the Cabinet Secretary is awaited. The FE review took a different approach to collecting evidence and recommended fundamental changes, based on placing the current 41 Colleges in 12 regions.

Separately, UHI Court had commissioned external consultants Capita to undertake an independent review of the University's operating model. Court met on 19 January 2012

and produced an interim position statement, ahead of any feedback from academic partners.

At the meeting on 31 January 2012, the Cabinet Secretary outlined a possible solution based on a 'triumvirate' or 'tri-partite' structure. The notes from the meeting should provide actions and a timeline for implementing a solution, when available. In the meantime, a further meeting is planned in March.

In this context, the response to the Capita report to UHI Court, while necessary and appropriate, is to an extent superseded by the importance of responding to the Cabinet Secretary on Professor Griggs' proposals and the further discussions in March.

The Chair thanked Dr Moore for this useful context to the discussion.

## **7. Consideration of Capita Report on UHI Operating Model**

The Board considered the report in the wider context of the Griggs report and the meeting with the Cabinet Secretary on 31 January 2012. Following discussion, it was agreed that at this stage there was no need to reach conclusions on the detail of the report as many of the recommendations had been superseded by the Cabinet Secretary's visit.

On that basis, a broad and brief response to Court would suffice with the key points to be made as follows:

- Broad support for Option 8, the Building Blocks Model
- FE funding must not be routed through Executive Office
- Research centres must not transfer to Executive Office
- Continued support for shared services
- Continued support for UHI and a desire to progress in the "triumvirate' or 'tri-partite' structure outlined by the Cabinet Secretary
- There should be no changes to the structural constitution and interface of the University prior to the Cabinet Secretary's meeting in March.

**Agreed:** To communicate the Board's position to UHI Court, based on the above principles, including circulating the response to academic partners.

## **8. Professor Griggs Review of FE Governance**

In light of the above discussion, the 'tripartite' or 'triumvirate' structure would see FE funding routed through a Regional Board comprising 9 Colleges who are academic partners within UHI. The FE Regional Board would have equal status to University Court.

The Griggs report recognises the 'unique' nature of the highlands and islands region, its University and its geography but recommends that a solution is produced which uses the regional structure and governance proposals of the report as its base.

Therefore, the Board considered the Griggs report in detail to address the implications of the proposed regional structure within a highlands and islands context.

It was recognised that a regional Board of 9 Colleges in such a geographically spread and diverse region raised issues in ensuring that key stakeholders have an appropriate

mechanism to influence and drive strategic decisions. The student, staff and local stakeholder voice must not be lost.

**Agreed:** A response would be prepared based on the Board discussions, to be circulated to the Board for comment and approval prior to forwarding to the Cabinet Secretary for 24 February 2012.

9. **Cabinet Secretary's Visit to Perth College UHI on 5 March 2012**

Board members were reminded that this visit arose as a result on an invitation issued by the Principal on a visit to India. The timing was coincidental but represented an opportunity for the College to engage with the Cabinet Secretary on these issues, assuming the date wasn't taken over by the early March meeting with academic partner Chairs and Principals, the UHI Principal and Court Chair, government officials and SFC.

A draft programme for the day would be developed by the Clerk to the Board and SMT and circulated to Board members.

10. **Date and time of next meetings**

Wednesday 21 March 2012 at 5.30 pm