



**The James Hutton Institute**  
**BOARD MEETING**  
Craigiebuckler Room, Aberdeen

**17 September 2014, 09:00h**

**Chair:** Ray Perman (RP)

**Board members:** Brian Clark (BC)  
Ian Gambles (IG)  
Laura Meagher (LM)  
Allan Stevenson (AS)  
George Thorley GT)  
Alan Werritty (AW)

**Apologies:** Julia Brown (JB)  
Wayne Powell (WP)

**Attendees:** Iain Gordon (IJG)  
Colin Campbell (CC)  
Beth Corcoran (BeC)  
Mark Sinclair (MDS)  
Bob Ferrier (BF)

**Secretariat:** Anne Pack (AP)

**Closed Session**

**1 Apologies**

Apologies were received from Julia Brown and Wayne Powell.

**2 Register of Interests**

LM has been contracted by RESAS to review their Impact and Knowledge Exchange.

LM is a Trustee of Macaulay Development Trust.

RP is a Director of the David Hume Institute.

ICG is a Director of the Forestry Commission

**3 Minutes of the meeting held on 16 July 2014.**

The minutes were approved as a true record of the meeting.

**4 Matters arising**

All matters were either discharged or dealt with in the agenda.

**5 Strategy Planning and Budget**

**5.1 Partnerships**

A paper outlining options for future strategic collaboration was presented. There are two

main options to consider:

- fully autonomous ~ the Institute remains independent whilst maintaining Partnerships Agreements and Memoranda of Understanding
- Semi-autonomous ~ the Institute becomes part of a federation

Pros and cons were outlined in the SWOT analysis for each option.

Thus far, there have been three major partnerships created since the launch of the Institute: with the Universities of Aberdeen and Dundee through the Scottish Food Security Alliance – Crops; with CEH (a NERC institute) through which the Institute has developed strong links with China; and with Forest Research. Eligibility for funding sources has been addressed in part by these partnerships.

## **5.2 Income Generation Review**

An update on Income Generation Review (IGR) in Phase 3 was provided. Due to delays in finalising the governance structure of James Hutton Ltd, several of the 16 work streams' timelines have been revised. Following internal workshops on branding, a need for culture change was identified. Business Plans for the five areas of Analytical Services are in preparation. The RESAS 2016-2021 research strategy is out for consultation to stakeholders. The IGR looked at income generation across the whole organisation, and would provide new opportunities to discuss how to build client relations. It will create processes to sell the branding to customers. Internally, it will help streamline processes. The process will re-engage the whole organisation into income generation.

Organisational change is required to sell our science and to deliver it.

Updates on outputs as they are reached will be provided to the Board and staff.

## **5.3 VE Update and next steps budget**

VE figures for three scenarios of leavers through Voluntary Exit: 30, 50 and 70 were presented. Last year it was estimated that 50 members of staff were not allocated to any budget, and were being funded through reserves. No savings are expected through leavers this year due to settlement terms for staff, and the cost of bringing in professional services to prepare agreements. It is anticipated that savings will show in 2015/16.

Thirty three cases have been approved for VE. The VR phase is from 1<sup>st</sup> to 31<sup>st</sup> October. The next step will be a move to CR on 1<sup>st</sup> of November. The unions are being consulted on the selection process to develop redundancy matrices. Staff identified in the ring fenced groups will have three consultation meetings; the first of which is to be informed their role is at risk; the second to work through evidence of performance, *e.g.* publication record, income generation and score accordingly. The panel will meet to make a decision on each person. The third meeting will deliver the outcome. Staff may leave on VR terms, which are more favourable than CR, at any time *before* the third meeting takes place. Any appeals will take place from 20<sup>th</sup> December, when CR closes.

The portfolio review identified areas for ring-fencing. These will be narrowed to as few people as possible.

It was noted that the Board had already approved the move to CR at a previous meeting.

## **5.4 MDT**

An MoU with MDT was presented for the Board's approval. The Board gave its approval.

## **5.5 Risk Register**

The updated Risk Register was presented,. Three risks have been rescored higher due to lack of capital investment, and the impact of VE.

The Board approved the Risk Register.

## **5.6 MLURI and SCRI accounts**

The Board approved the MLURI and SCRI accounts. The Board approved the wind up of SCRI when funding has been received on the final two bids.

## **5.7 Innovation Hub**

The Board was requested to note the progress of the Innovation Hub, Phase 1 for a World Barley Centre. The rationale for the Barley Centre is being developed and it is planned to take it to Gateway 1 in 2015. It is an opportunity the Institute should meet if possible, since it aligns with our Income Generation Strategy.

## **5.8 Land Use**

A paper detailing land areas owned or used by the Institute was received for information. A portfolio review will be provided to a future meeting.

## **6 Regular reports**

### **6.1 Chief Executive**

This report was received for information.

### **6.2 Finance Report**

Period 4 accounts to 31<sup>st</sup> July 2014 were presented.

## **7 Minutes of sub-committee meetings since last Board meeting**

### **7.1 ACS – 15 July 2014**

The minutes of the ACS meeting held on 15 July were received for information.

### **ACS – 16 September 2014**

A verbal report of the meeting held on 16 September was provided.

#### **Group reviews**

A synthesised report for the Group Reviews, which is now complete, has been prepared. It will be refined following feedback from ACS.

#### **Themes review**

Professor Robert Goodman will chair the panel, and two of the panellists are confirmed. It is hoped the full panel of five or six will be in place soon. The review will take place in February 2015.

#### **Science Strategy**

A foresighting exercise will take place on 18 November. The group will comprise representation from Theme and Group Leaders, ACS, Science Group review panels, and Honorary Fellows. Additional external people will be invited. The aim is to refresh the science strategy. Documentation for the day will include the synthesised Group Reviews report, portfolio review, and income generation.

### **7.2 Audit & Finance**

There has not been a meeting of the Audit & Finance committee since the last Board meeting, therefore there was nothing to report.

### **7.3 Nominations & Remuneration**

A verbal report on the N&R Committee meeting held on the 16th September was provided. The Committee agreed to recommend to the Board that Emeritus Fellowship be offered to Professor Bill Slee and an Honorary Fellowship be offered to Professor Sarah Gurr.

## **8 Minutes of commercial subsidiary meetings**

### **James Hutton Ltd**

A meeting to discuss the structure of James Hutton Ltd was held on 8<sup>th</sup> September.

**9 Other reports**

**Media Digest**

This was received for information.

**Health & Safety**

This was received for information.

**10 AOB**

It was noted that a paper on Board cost/savings would be presented to the Board at the meeting in November. **Action.**

**Dates of meetings in 2015:**

The following dates were approved.

January 21<sup>st</sup> Dundee (there will be no dinner the evening before)

March 18<sup>th</sup> Dundee

May 20<sup>th</sup> Aberdeen

July 22<sup>nd</sup> Dundee

September 23<sup>rd</sup> Aberdeen

November 18<sup>th</sup> Dundee