



The James Hutton Institute
BOARD MEETING
Macaulay B, Aberdeen
27 September 2017, 09:00h

MINUTES

Chair: James Curran (JC) (Chair)

Board members:	Susan Davies (SD)	Joan MacNaughton (JM)
	Archie Gibson (AG)	Andrew Millar (AM)
	Stephen Hall (SH)	Marian Scott (MS)
	George Lawrie (GL)	Alyson Tobin (AT)
	Deborah Keith (DK)	Elizabeth Wade (EW)

Apologies: Ian Gambles (IG)
Iain Reid (IR)

Attendees: Colin Campbell (CC)
Alasdair Cox (AC)
Bob Ferrier (BF)
Deb Roberts (DR)
Lesley Torrance (LT)
Derek Leslie (DL)
Anne Pack (AP) [Minutes]

Closed Session

1 Apologies

Ian Gambles, Iain Reid

2 Register of Interests

No new declarations were made.

3 Minutes of the meeting held on 26 July 2017.

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

3b Re-appointment of Board members.

The Chair confirmed the re-appointment of JM for a second term of three years.

JM asked the Board to consider the recommendation of N&R to reappoint DK, SH and MS for a second term of three years. The Board approved the appointments. The Chair thanked those members for their willingness to be re-appointed.

4 Matters arising

All actions were either completed or were in progress.

5 Health and Safety

The H&S Monthly report was received for information. GL, as Board H&S champion offered

to look over the report and asked that it be provided to him two weeks prior to the meeting.

- AC to send the H&S report to GL two weeks prior to each meeting.

The Marsh Action Plan progress report was provided for information. There are 36 actions with a current completion rate of 25%. The core group dealing with the actions meet monthly to review progress. The report will come back to the Board in three months.

- AC to provide a progress report on the Marsh Action Plan mid-December.

The Executive was commended on how they were tackling the issues identified during the Marsh H&S audit. GL said that he would attend the next meeting to review the action plan.

6 Strategy Planning and Budget

6.1 Cost Reduction Exercise Update

A paper was provided detailing measures that have been taken to glean short-term savings. These included a change in provision of catering and cleaning services, insurance services and a review of professional subscriptions. It was noted that it will be challenging to achieve the savings target in the financial year.

Each SGL has been tasked with achieving a 3% cut in pay costs.

6.2 SEFARI

The Board was invited to provide a view on the potential benefits of joint SEFARI branding and Institute branding. The Knowledge Exchange (KE) component of SEFARI, known as SEFARI-Gateway, was established to maximise the KE arising from the Strategic Research Programme.

The Board was assured that the Board and Executive were of one mind around branding and requested that branding guidelines for the Institute and for SEFARI be brought back to the Board at a future date. CC added that the Executive would be happy to receive help and advice from any Board member, and asked that they contact him outwith Board meetings.

- CC to bring a paper to the Board on branding for SEFARI and for the Institute.

6.3 Developments with China Update

The Board was informed about the Institute's interaction with China and plans for increasing collaboration, particularly in light of Brexit. The Board thanked the Executive for providing the comprehensive briefing and requested a similar analysis on India in due course for the Board to consider.

Issues were discussed including how to extract value from existing agreements. In general the Board felt it should have an in-depth discussion on the Institute's International Strategy and suggested this takes place at the Strategy Day in July 2018.

- BF to provide an analysis on India to the Board.
- International Strategy to be an agenda item at the Strategy Day.

6.4 Capital Plans: IBH, APGC and ILUSC

Work continues on the two main projects. The APGC business case is progressing rapidly and a science workshop has taken place to generate ideas. An action plan has been developed for

the IBH to address key issues identified in the Gateway II review.

The feasibility proposal for the ILUSC is progressing. It has been a useful exercise and a meeting with MDT will take place soon to discuss next steps. In the event that all three projects were successful it would fall to the Executive to undertake the implementation, though it is expected that each project would be phased.

It was requested that the Risk Registers be reviewed to identify interdependencies.

- **Capital Plans Risk Registers to be reviewed to identify interdependencies.**

6.5 KPI Update

This was received for information. It was noted that there has been a big increase in media coverage. In order to provide a comparator the Board asked that a 'target' column be added. It was requested that benchmarking details also be added to gauge how well the Institute was performing. On a less frequent basis the provision of the value of each type of funding would be helpful. Key "business critical" items could be added.

7 Regular reports

7.1 CEO Report and Operational Plan Q2 Update

The CEO report was received for information.

In the Operational Plan most tasks are progressing well, despite much of the Executive team's time being taken up with the cost reduction exercise.

7.2 Risk Register

The Risk Register was received for information. The main change since the last Board meeting is the incorporation of an extra column for 'risk appetite'. The Board commended the Executive for this change.

7.3 Management Accounts

The management accounts were presented in a new format. It was noted the finance team now has more sight of the direction of travel enabling them to identify any problem areas.

7.4 BioSS six-monthly report

The report was received for information. It was noted that the Director of BioSS post will become vacant when the current post-holder retires in March 2018. The job description is being revised.

8 Updates from sub-committee meetings

8.1 ACS

The draft minutes of the ACS meeting held on 25 July were received for information. SH provided a verbal update on the meeting held on 26 September. The TOR for the forthcoming series of science reviews was approved. There had been a successful discussion around a list of potential chairs and panellists for the review of Groups CMS and ICS. ACS was confident it selected a good mix of gender and discipline.

The agenda planner was discussed. This will be a rolling planner and each meeting will decide what the next meeting will focus on. In November the entire meeting will be dedicated to looking at the eligibility issue and discuss scenarios for what the Institute will do depending on the result.

8.2 Audit & Finance

The draft minutes of the A&F meeting held on 25 July 2017 were received. In ICG's absence DL verbally reported on the meeting held on 26 September. The focus had been on management accounts. The PMO office was also discussed and an update will be provided to the Board in November.

The Institute whistle-blowing policy was discussed. .

The first review by the Internal Auditors has been undertaken, on travel and expenses. They are now looking at the individual risk registers and how they aggregate up to the Group risk register.

8.3 Nominations & Remuneration

The minutes of the N&R meeting held on 25 July were received. JM gave a verbal report of the meeting held on 26 September. N&R heard that the staff survey which still had a few days to run had had a 67% response. A follow up to the staff survey will be undertaken in June 2018.

The Working Group set up to explore employee-Board relations is seeking one non-executive member to join them. N&R agreed it is best it is not one of their committee. JM has spoken with SD who has agreed to join the Working Group. A proposal from the Working Group will be brought to the Board for approval.

N&R also discussed a paper on succession planning.

Other Reports

9.1 Media Digest

This report was received for information. The Chair requested that additional information on media activity be provided to a future meeting. In particular he would like to see an estimate of the impact of the much higher media exposure, if that was possible.

- AC to speak to Communications about providing additional media activity information to the Board.

It is planned to take a more strategic approach to Institute activity and intend to plan up to one year ahead. It is also planned to track impact.

10 Review of meeting

The Chair invited members to provide immediate comments on the meeting and added that he would email everyone to elicit feedback. He asked for comments on the agenda planner and suggestions for populating the boxes. It was suggested time be factored in for a discussion on Brexit. It was also suggested time be allocated for sign-off of accounts and the budget.

AOB ISO26000 – Social & Corporate Responsibility

AG asked the Board to consider seeking ISO26000 accreditation. Unlike other ISO accreditation it does not require employing or engaging with an external body, nor is the scheme certified. Instead it provides guidelines for businesses to translate principles into

effective actions and best practices relating to social responsibility.

It was noted that social and corporate responsibility is listed as an Institute KPI.

- The Executive to consider implementing ISO26000.

Dates of meetings in 2017:

November 29th Dundee

Dates of meetings in 2018:

February 14th Edinburgh

April 11th Aberdeen

June 7th Dundee

July 18th t.b.c.

October 3rd Aberdeen

December 5th Dundee