

Board of Management - Chair Role Description

The Chair of the Board of Management is appointed by the Regional Strategic Body (RSB) to chair meetings of the board. The Chair is responsible for providing effective leadership of the Board of Management and, in association with the Secretary/Clerk, its efficient operation by:

- ✦ ensuring the efficient conduct of the business of Board meetings, following established and agreed procedures
- ✦ taking care that the business of Board committees is reported appropriately to the Board of Management
- ✦ Ensuring that the appropriate business is reported to the RSB and representing the College at meetings of the UHI Partnership Forum
- ✦ ensuring that the views of all Board members are sought at meetings of the Board and that Board members work together effectively as a team.
- ✦ being satisfied that the *Nine Principles of Public Life* (selflessness, integrity, objectivity, accountability, openness, honesty, leadership, public service and respect) are observed in all board business.

The Chair shall ensure that the Board fulfils its duties in:

- ✦ articulating the vision of the College as an academic partner and assigned college of UHI
- ✦ maintaining and developing the ethos of the College
- ✦ setting corporate objectives in line with local outcome agreement with UHI
- ✦ assessing the performance of the Principal and Chief Executive
- ✦ establishing high standards of integrity in the conduct of Board business
- ✦ monitoring the financial health and compliance of the College in line with the Local Financial Memorandum agreed with UHI.
- ✦ Monitoring the college's achievement of its agreed outcome measures
- ✦ Working effectively with the RSB and Partnership Forum

The Chair shall seek to promote the best interests of the College wherever possible, be its ambassador, and represent it at meetings, presentations, and conferences.

Operation of the Board

The Chair of the Board of Management:

- ✦ will be expected to develop an effective working relationship with the Chair of the RSB
- ✦ will be expected to develop effective working relationships with the Secretary/Clerk and the Principal in order to promote and enhance the good governance of the College
- ✦ shall call, agree the agenda for, and preside at meetings of the Board of Management.
- ✦ shall have a second or casting vote at meetings of the Board where there is an equal division of votes on an issue
- ✦ may act on behalf of the Board between meetings on matters delegated by it or on routine matters such as the signing of documents, or in response to approaches from external organisations on issues which do not require approval by the Board. Any such actions will be reported to the Board.



Exceptional circumstances may arise where an urgent decision is required, and it is not possible to convene a meeting of the Board. In such circumstances the Principal (or in his or her absence, a designated senior post holder) shall seek the approval of the Chair (or in his or her absence the Vice Chair). In reaching a decision, the Principal (or senior post holder) and or Chair (or Vice Chair) shall seek where possible to consult with other Board members. Any decisions taken in these circumstances must be reported to the next meeting of the Board.

Performance of the Board and individual Board members

The Chair:

- ✦ should ensure that the Board has established performance indicators against which to measure its performance
- ✦ should ensure that each Board member has the opportunity to discuss his or her contribution and development needs at least annually
- ✦ is expected to promote critical self-assessment of Board performance and processes and make an active contribution to the annual performance assessment of the governance of the College
- ✦ shall support the Secretary/Clerk in the development and delivery of associated performance assessment action plans and Board development programmes
- ✦ Shall address any unauthorised absence of a Board member from the Board or any committee for two consecutive meetings

Responsibilities in respect of the Principal and the Secretary/Clerk

The Chair is responsible for promoting a constructive and supportive working relationship with the Principal, to assist them in achieving agreed objectives while maintaining a professional relationship at all times. The Chair and the Principal shall meet regularly for consultation and communication, and in particular for the following purposes:

- ✦ briefing of the Chair by the Principal on matters of interest and importance and vice versa
- ✦ updating each other on key events and progress since the previous meeting
- ✦ informal exploration of differences of opinion as they arise and managing a resolution to these
- ✦ agenda setting, in consultation with the Secretary/Clerk
- ✦ early warning of problems which may arise for the college
- ✦ the opportunity for informal discussions relating to working practice.

The Chair:

- ✦ shall undertake the annual appraisal of the Principal and ensure that the Principal has access to appropriate opportunities for development and training.
- ✦ offer both general and specific support to the Principal where strategic, major or contentious issues are involved
- ✦ shall undertake the annual appraisal of the Secretary/Clerk and ensure that they have access to appropriate opportunities for development and training.
- ✦ shall assist in compiling job descriptions and personnel specifications of the Principal, other designated senior post holders and the Secretary/Clerk and shall supervise arrangements for the selection process.

