University of the Highlands and Islands
Moray College

BOARD OF MANAGEMENT
Meeting to be held
On 1 September 2020 by Teams

Agenda Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
BM.20.03.01	(i) Resignations	C Fair	Noting
	(ii) Appointments		
BM.20.03.02	Apologies for Absence	C Fair	Noting
BM.20.03.03	Any Additional Declarations of Interest including specific items on this Agenda.	Chair	Noting
BM.20.03.04	Minutes of previous Board meetings:	Chair	Decision
	(i) Draft Minutes of Board Meeting held on 23 June 2020 *		
BM.20.03.05	Matters Arising from previous Board meetings:	Clerk	Noting
	(i) Matters Arising from Board Meeting held on 23 June 2020 *		
BM.20.03.06	Principal's Report – RESERVED *includes papers on		
	(i) Overview *	D Patterson	Discussion
	(ii) Plans for College re-opening the College* - Appendix 1	D Duncan	Noting
	(iii) Student Recruitment and Enrolment ~	C Newlands	Noting
	(iv) Draft Operational Plan 2020-21	D Patterson	Noting
	(v) Moray Growth Deal *	D Patterson	Noting
BM.20.03.07	Draft Minutes of Regional Strategic Committee 5 May 2020		Noting
BM.20.03.08	Draft Minutes of UHI Court 17 June 2020		Noting
BM.20.03.09	Finance Update (verbal) - RESERVED	M Easton S McInnes	Noting

BM.20.03.10	Staffing – RESERVED ~	C Thomson/SLT	Discussion
BM.20.03.11	Update on Health and Safety	D Patterson D Duncan	Noting
BM.20.03.12	Emerging Issues	Chair	Discussion
	(i) Update on Partnership Assembly	Chair	Noting/discussion
	(ii) Board Recruitment Update - verbal	C Fair	Noting
	(iii) Conclusions from Board Evaluation – Appendix 2	C Fair	Noting/Discussion
	(iv) Committee Membership – Appendix 2	C Fair	Noting
	(v) Updated Annual Board Plan – Appendix 2	C Fair	Noting
BM.20.03.13	HISA Update - verbal	HISA	Noting
BM.20.03.14	Date of next meeting – 27-10-2020	Clerk	Noting
RESERVED ITEMS			
BM.20.03.15	Reserved Minutes of Previous Board Meetings.	Chair	
	(i) Reserved Draft Minutes of Board Meeting 23 June 2020 *		Decision
BM.20.03.16	Reserved Matters Arising/Actions from previous Board meetings:	Clerk	Noting
	(i) Reserved Matters Arising/Actions from Board Meeting 23 June 2020 *		

University of the
Highlands and Islands
Moray College

BOARD OF MANAGEMENT
Draft Minutes of Meeting held on
Tuesday 23 June 2020
At 0930 hours by Teams

Present:

Peter Graham (Chair)	Rosemary McCormack
David Patterson	Caroline Webster
Murray Easton	Jessie McLeman
Nathan Sanderson (HISA)	Deborah Newton
Dawn McKinstrey	Paul Mitchell
Anne Campbell	Seonaid Mustard
Jeremie Fernandes	

In Attendance:
Nikki Yoxall
Shelly McInnes
Carolyn Thomson
Derek Duncan
Cathie Fair (Clerk)

Item		Action	Date
BM.20.02.01	**(i) Resignations**		
1.1	Resignations were received from Joan Johnston Joe Bodman Nathan Sanderson		
	(ii) Appointments		
1.2	Hermione Morris has been appointed as HISA Rep with effect from 1 August 2020 and will join the Board at the September meeting.		
BM.20.02.02	**Apologies for Absence**		
2.1	Apologies had been received from: James Knowles Chris Newlands Kelly Strachan		
BM.20.02.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	No additional declarations of interest were noted.		
BM.20.02.04	**Minutes of previous Board meetings**		
	(i) Draft Minutes of Board Meeting held on 16 December 2019		
4.1	The Minutes were accepted as an accurate record of the meeting.		

	Proposed: Jessie McLeman Seconded: Seonaid Mustard		
	(ii) **Draft Minutes of Board Update meeting held on 28 April 2020**		
4.2	Subject to a minor amendment, the Minutes were accepted as an accurate record of the meeting: Proposed: Anne Campbell Seconded: Rosemary McCormack		
BM.20.05.05	**Draft Matters Arising/Action sheet from previous Board meetings;**		
	(i) **Matters Arising from Board meeting held on 16 December 2019**		
5.1.1	The majority of actions were either completed or were on the Agenda for discussion apart from the following: 6.1 – Health and Safety Incidents – HISA to conduct benchmarking with other Colleges – Mr Sanderson had been unable to complete this task due to lockdown.		
5.1.2 Action	8.4 - Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments – to go to June Board meeting - Curriculum report had to be put on hold due to lockdown.	**Mrs Newlands**	**When curriculum planning resumes.**
	(ii) Matters Arising from Board update meeting held on 28 April 2020		
5.2	All actions had been completed or were on the agenda.		
BM.20.05.06	**Principal's Report - Reserved**		
6.1	This item is reserved and the Minute held in confidence.		
BM.19.5.07	**Minutes of Committee Meetings:**		
	i. Minutes of Audit Committee meeting held on 18 February 2020 *		
7.1	The minutes were circulated for noting.		
	ii. Draft Minutes of Audit Committee meeting held on 19 May 2020 *		
7.2	The minutes were circulated for noting. This meeting discussed a revised internal Audit Plan for this year. There is no externally facilitated effectiveness review planned for this year as this has now been delayed until next year. External Audit will include a review of enhanced risk of property valuation, financial sustainability, Governance and		

	Transparency. There may be some flexibility in submission of the financial statements. The Board expressed surprise that a 5-day audit on business continuity/lessons learned from lockdown and the Audit Committee explained the reasoning for this. It was suggested that a light touch approach be taken in relation to conducting this.		
	iii. Draft Minutes of Chairs' Committee meeting held on 7 April 2020 *		
7.3	The Minutes were circulated for noting.		
	iv. Minutes of Finance and General Purposes Committee held on 10 March 2020 *		
7.4	The Minutes were circulated for noting and much of the content will be discussed under agenda item BM.20.02.10.		
	v. Draft Minutes of Special Finance and General Purposes Committee held on 21 April 2020 *		
7.5	The Minutes were circulated for noting and much of the content will be discussed under agenda item BM.20.02.10.		
	vi. Draft Minutes of Finance and General Purposes Committee held on 9 June 2020 *		
7.6	The Minutes were circulated for noting and much of the content will be discussed under agenda item BM.20.02.10. The concept of Shared Finance Service is still ongoing. A new paper has now come out but this still does not address the issues raised. There appear to be no financial benefits with the same number of staff being employed.		
	vii. Draft Minutes of Learning, Teaching and Quality Committee meeting held on 20 May 2020 *		
7.7	The Minutes were circulated for noting.		

	viii.　Draft Minutes of Learning, Teaching and Quality Committee meeting held on 16 June 2020 *		
7.8	The Minutes were circulated for noting. The development of a new Induction process which includes additional mentoring in 2021-22 was mentioned. This had been developed in response to a survey of newly appointed staff who expressed dissatisfaction over their experience of induction.		
	ix.　Minutes of Staff Governance Committee held on 28 January 2020		
7.9	The Minutes had been circulated for noting and the main points were highlighted by S Mustard.		
	x.　Draft Minutes of Staff Governance Committee held on 12 May 2020 *		
7.10	The Minutes had been circulated for noting and the main points were highlighted by S Mustard.		
BM.20.02.08	**Draft Minutes of FERB 12 February 2020**		
8.1	The Minutes were circulated for noting and Murray Easton highlighted the main points that were discussed in relation to Moray College. The concept of a Shared Finance Service was discussed and the view of Moray College and Perth College were stated. Regional consolidated FFR and budget were also discussed.		
BM.20.02.09	**Minutes of UHI Court 17 March 2020**		
9.1	The minutes were circulated for noting. It was noted that Diane Rawlinson had now resigned as UHI VP FE. John Kemp has taken on this role .5 VP in the interim. Good progress had previously been made on Partnership Agreements although unlikely to be completed by the end of this year. UHI Executive Office had had an introspective look at themselves. However, there is nothing about finance or effectiveness. They are predicting a budget deficit of £3.7M. A Voluntary Severance Scheme and launch of cost savings measures will be required. Some costs savings may require to be shared across the Partnerships. A Statement on the UHI position over the Black Lives Matter		

	campaign is being prepared and will be issued in the near future.		
BM.20.02.10	**Finance Update**		
10.1	This item is reserved and the minute held in confidence.		
BM.20.02.11	**Learning and Teaching Update**		
	(i) EREP		
	(ii) Student Satisfaction Survey		
	(iii) 19/20 Outcomes		
11.1	Nikki highlighted the main issues as outlined in the Learning and Teaching Update report. Table 1 included FTFE predicted and actual student success by Curriculum area. This shows improvement in all but one area. Of particular note was the improvement in CHESS. The final success position for the College for FTFE will be 74% which represents a phenomenal success and the most successful year ever in terms of attainment with an increase above the Scottish average. The Board acknowledged how impressive these results are particularly the assessment and moderation process.		
BM.20.02.12	**Emerging Issues**		
	(i) Update on Partnership Assembly – 18 Point Plan		
12.1	A spreadsheet had been circulated outlining the different workstreams taking place. Of particular note was the change of FERB to a Tertiary Committee. College is no longer represented on this Committee although Murray Easton has been elected to sit on the UHI F&GP. Brian Crichton, chair of Perth College now represented the Chairs at Court. Linda Kirkland will be new Convenor of UHI Court F&GP. Appointment of a panel to appoint the new Principal does not include representation from Inverness, Moray or Perth.		
	(ii) Board of Management vacancies and reappointments.		
12.2.1	Jessie McLeman and Murray Easton intend to extend their tenure beyond the 4 years which ends on 31 July. This needs to be approved by UHI Court.		
12.2.2	There is currently a vacancy for 3 new members on the Board and this is currently being advertised. There has been considerable interest in these positions.		
	(iii) Appointment of Senior Independent member		

12.3.1	There is currently a vacancy for a SIM on the Board and someone has expressed an interest. This will be discussed at the one to one development meeting and the Board will be kept informed on any decision taken.		
12.3.2 **Action**	There is currently a vacancy for a non-executive Board member to take over as Convenor of LTQC and someone has expressed an interest in taking on this role. This will be discussed at the one to one development meetings and the Board kept informed on any decision taken.	Cathie	ASAP
	(iv) Annual Board Self Evaluation Report for 2019-20		
12.4 Action	The full report had been circulated for noting. The overall results appeared to be very encouraging although there were a few comments which require further consideration. Insufficient time to produce a summary meant that the summary will go to the September Board.	Cathie	1-9-2020
	(v) Draft Annual Board Plan		
BM.20.02.13	**HISA Report**		
13.1	Nathan provided a verbal update on the work of HISA over the past year as outlined in the report.		
13.2	The Board asked Nathan for his views about his 2 years serving on the Board and about his impression on Board engagement with HISA. Nathan noted that he had found the papers challenging at times. However, he praised the Board for the fact that he had felt treated as an equal on the Board.		
BM.20.02.14	**Date of next meeting – 1 September 2020**		
RESERVED ITEMS			
BM.20.02.06	**Principal's Report includes papers on**		
	(i) Operational Plan 2019-20 – end of year review		
	(ii) Plans for College re-opening		
	(iii) UHI Change Plan		
	(iv) Health and Safety Update - verbal		
BM.20.02.10	**Finance Update**		
	(i) Quarter 3 Management Accounts		
	(ii) Draft Budget 2020-21		

	(iii) Mitigations		
BM.20.02.15	**Draft Reserved Minutes of Previous Board Meetings:**		
	(i) Reserved Draft Minutes of Board Meeting held on 16 December 2019		
15.1	This item is reserved and the minute held in confidence.		
	(ii) Reserved Draft Minutes of Board Update Meeting held on 28 April 2020		
15.2	This item is reserved and the minute held in confidence.		
BM.20.02.16	**Reserved Matters Arising/Actions from previous Board Meetings**		
	(i) Draft Reserved Matters Arising of Board of Management meeting held on 29 October 2019		
16.1	This item is reserved and the minute held in confidence.		
	(ii) Draft Reserved Matters Arsing/actions from Board Update meeting held on 28 April 2020.		
16.2	This item is reserved and the Minute held in confidence.		
BM.20.02.17	**Reserved Minutes of Committee Meetings**		
	i. Minutes of Audit Committee meeting held on 18 February 2020 *		
17.1	This item is reserved and the Minute held in confidence.		
	ii. Draft Minutes of Audit Committee meeting held on 19 May 2020 *		
17.2	This item is reserved and the Minute held in confidence.		
	iii. Draft Minutes of Chairs' Committee meeting held on 7 April 2020 *		
17.3	This item is reserved and the Minute held in confidence.		
	iv. Minutes of Finance and General Purposes Committee held on 10 March 2020 *		
17.4	This item is reserved and the Minute held in confidence.		

	v. **Draft Minutes of Special Finance and General Purposes Committee held on 21 April 2020 ***		
17.5	This item is reserved and the Minute held in confidence.		
	vi. **Draft Minutes of Finance and General Purposes Committee held on 9 June 2020 ***		
17.6	This item is reserved and the Minute held in confidence.		
	vii. **Draft Minutes of Learning, Teaching and Quality Committee meeting held on 20 May 2020 ***		
17.7	This item is reserved and the Minute held in confidence.		
	viii. **Draft Minutes of Learning, Teaching and Quality Committee meeting held on 16 June 2020 ***		
17.8	This item is reserved and the Minute held in confidence.		
	ix. **Minutes of Staff Governance Committee held on 28 January 2020**		
17.9	This item is reserved and the Minute held in confidence.		
	x. **Draft Minutes of Staff Governance Committee held on 12 May 2020 ***		
17.10	This item is reserved and the Minute held in confidence.		

ITEM		ACTION BY	DATE	Update
BM.20.02.05	**Draft Matters Arising/Action Sheet from Board meeting held on 16 December 2020**			
5.1	8.4 – Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments – to go to June Board Meeting – delayed due to Covid-19- Chris to follow up when available	**Mrs Newlands**	Carried forward	
BM.20.02.12	**Emerging Issues**			
12.1	Current vacancy as Convenor of LTQC – Board to be kept informed once decision has been agreed.	**Cathie**	ASAP	
12.4	Annual Board self-evaluation report – summary/conclusions to go to September Board.	**Cathie**	1.9.2020	

![University of the Highlands and Islands Moray College logo]

Committee:	Board of Management
Subject/Issue:	COVID-19 Readiness Update
Brief summary of the paper:	This paper provides a sample of the work undertaken to prepare the campus for staff and students to return. The documents were sent to the Scottish Government in response to a request from Richard Lochhead on 18th August 2020 regarding re-start arrangements.

Preparations for re-opening have generally went well, with Estates recording 66 separate actions to prepare the campus.

In addition to the documentation, photographs are provided below to help illustrate the impact. |
| **Action requested/decision required:** | For discussion |

Status: *(please tick ✓)*	**Reserved:**		**Non-reserved:**	√

Date paper prepared:	27th August 2020
Date of committee meeting:	1st September 2020
Author:	Derek Duncan
Link with strategy:

Please highlight how the paper links

to, or assists with:
compliance
partnership services
risk management
strategic plan/enabler
other activity (eg new opportunity) – please provide further information. | **All risk register items are in scope.** |
| **Equality and diversity implications:** | Yes |
| **Resource implications:**

(If yes, please provide detail) | Significant |
| **Risk implications:**

(If yes, please provide detail) | Significant – all risk register items are in scope of the impact caused by COVID-19. |

Sample of Covid-19 Changes On-Site

Scottish Government
Riaghaltas na h-Alba
gov.scot

T: 0300 244 4000
E: scottish.ministers@gov.scot

18th August 2020

Dear Principal

Start of the next academic year

As you know the return of students under Phase 3 of the Scottish Government's route map, in a blended learning model, is a key milestone in our aim to mitigate the broader harms to our society from Covid-19.

We also know that having successfully suppressed the virus in Scotland we must do everything possible to avoid seeing the kind of resurgence which has occurred in other countries. Additionally, we have seen increasing evidence of substantial spread amongst young people, in many cases as the result of failure to respect the rules. Strong compliance with rules and advice is crucial as we move forward and it is vital we work together to support this.

For those colleges with international students I am sure that you will recognise that bringing together large numbers of people from a range of different parts of Scotland, plus the rest of the United Kingdom and overseas, over a very short period of time presents a key risk to further transmission of the virus. It is seen by the First Minister and CMO as their main concern for this phase. I know that you are working hard to draw up your own plans to manage the risks associated with students' arrival at your institutions and to provide them with a positive learning experience whilst mitigating the risks of local outbreaks.

I wish to thank you for the collective and collaborative approach in which we have progressed the development and implementation of mitigations to reduce risk. Continuing to work in this manner and build on the significant progress to date remains vital with the focus on mitigations, outbreak management and communication (students and workforce).

Given how crucial the next stage is for all of us we need clarity of intention and plans. This is to provide additional reassurances to Ministers that there are clear plans, which are being

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot

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developed in a transparent manner, and which will allow further discussion on where additional clarity may be required.

To aid in this I would be grateful that by the 24th August you forward to Natalie.wilson@gov.scot your actions plans setting out the steps you have taken which cover the following points:

For those colleges with international students:

- procedures in place for students from non-exempt countries to ensure respect of quarantine requirements

For all colleges:

- procedures in place for students who need to self-isolate because they have the symptoms of Covid-19 or have been traced as a close contact
- plans on processes to support contact tracing
- plans to minimise the number of people on campus at any one time
- procedures in place to ensure maximum communication and understanding of Covid-19 requirements among students, staff and visitors and any compliance mechanisms you are considering.

We will examine these internally with our public health experts to identify gaps, good practice and areas of shared learning and provide sectoral wide comment. It is important to note that we will be considering your proposals against any relevant public health advice or guidance; we will not be assessing compliance with health and safety legislation or other legal duties. If you are in any doubt about the extent of your responsibilities, you should take independent legal advice or contact the Health and Safety Executive.

We will also host a workshop tailored to discussing strengths, gaps and weaknesses of these plans in the week of the 31st August and will ask that either you or a senior representative from your organisation attends this event.

Also, as you are aware, the safe return of schools is one of our key priorities. In support of that we wish to understand in more detail the mitigation practices you have agreed with the relevant local authority in order to minimise risk of transmission through school pupils attending college. Again, we ask that by the 24th August you submit the mitigation plans in place specific to school pupils attending college. Once received we will review and be back in contact to discuss *via* Colleges Scotland.

We have also been clear that in mitigating broader harms by gradually opening elements of Scottish society, the increased opportunities for transmission in Phase 3 mean we must also focus on containing sporadic outbreaks. While our emphasis is on prevention we need to contain outbreaks if they do occur.

In the unfortunate event of the occurrence of the infection on campus and any outbreaks it is crucial that institutes are clear what action to take. To that effect we request that you provide us with your action plans/procedures to respond to outbreaks, including relationships with local public health teams, by the 24th August. The Covid-19 workbook (https://www.gov.scot/publications/scottish-covid-19-workbook-2020) provides further

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information including key contacts which will be relevant. Again we will examine your responses internally with the assistance of our public health experts and we will offer a further workshop week beginning 7th September and again will be seeking nominations for attendees.

We also request that your action plans and action plans/procedures to respond to outbreaks, include your halls of residence, and that you liaise with providers of purpose built student accommodation where appropriate e.g. where nomination agreements are in place, who will also be asked to provide these.

We will also be urgently revisiting the Safer Workplaces guidance for colleges and universities and purpose built student accommodation. Several different factors have changed since these were first issued in June and July, and my officials will be in touch with Colleges Scotland to discuss further as well as sectoral advice cards.

There are a few further points I would like to highlight:

- Public health advice: We now have a dedicated representative of the Directors of Public Health who will be able to act as a direct contact for advice to the sector at a national level.

- Testing: We are developing options around this, particularly in the context of international students. Officials will discuss further with Colleges Scotland in due course.

- Contact tracing app: It is our expectation that this will be available relatively soon and we would appreciate your promotion of this app within your workforce and with students.

- Communication: This is a vital aspect for both students and staff. We have established a communication group with participants drawn from a range of organisations to promote and support Covid safety. I am aware that there is significant activity already underway as well as a number of national campaigns that will be utilised. This communication group will help further the promotion of key messaging.

I wish to thank you again for your continued support and look forward to working together as we continue in this unprecedented times in forthcoming months.

RICHARD LOCHHEAD

Cc: Shona Struthers – Chief Executive, Colleges Scotland

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Dear Natalie,

Please find attached various documents in line with the request in Richard Lochhead's letter of 18th August 2020.

Each document is numbered 1 – 8 and referenced against each requirement below. Please let me know if you need anything else.

For those colleges with international students:
☐ procedures in place for students from non-exempt countries to ensure respect of quarantine requirements

N/A

For all colleges:
☐ **procedures in place for students who need to self-isolate because they have the symptoms of Covid-19 or have been traced as a close contact**
1. UHI Communications Protocol.
2. Student communication for returning to site covers this. Communicated as part of student return to site comms.
3. Protocol in place for Covid-19 incident on site

☐ **plans on processes to support contact tracing**

Signposted in guidance to staff and covered in document 3.
- All attendance recorded
- Visitors by appointment only (signage at all entrances
- Contractors report to site team

☐ **plans to minimise the number of people on campus at any one time**
4. See Estates and Curriculum planning guidance - 20% of designed capacity allowed in each teaching block for practical sessions, blended learning.

☐ **procedures in place to ensure maximum communication and understanding of Covid-19 requirements among students, staff and visitors and any compliance mechanisms you are considering.**

5. Presentations to staff returning to site
6. Presentation to students returning to site
7. One way system presentation
8. Face Covering comms – updated position following consultation with trade unions 21/8/20

Derek F. Duncan
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Communications protocol and checklist – local campus cluster outbreak

This document aims to give a checklist and prompt in the event of a local campus/geographical area being required to take action, including reversing the easing of restrictions due to a potential or verified virus spike or cluster outbreak during the COVID-19 pandemic.

This guide assumes that all staff and students are working or studying from a variety of locations and are still affected by COVID-19 restrictions and social distancing requirements in line with the [Scottish Government route map](#) and local arrangements

This is a general guide which will need to be tailored depending on the situation and the area/campus/academic partner affected.   Each situation will be different, and we must remain flexible in our approach as it is unlikely that any localised lockdown will be straightforward.

It is important to use plain language and give clear instruction, defining those affected, to ensure there is no confusion as to which staff and student groups and local areas are affected. It is essential that good lines of internal communication are maintained throughout the partnership during the incident.

This document must work in parallel with local and regional business continuity plans and make use of regular communication channels where possible and appropriate.

Notification through 'test and protect'
It is incumbent on employers to monitor reports of illness across their workforce and report to their local health protection team when more than one case is reported in the workforce which may indicate a potential outbreak.

Local health protection teams may also themselves identify clusters of cases amongst employees through 'Test and Protect'.

Communications
Throughout the COVID-19 pandemic, communication has been effectively managed through a number of areas from regional and local 'corporate' communication to specific messaging through facilities and estates teams, personnel and HR teams, student services teams and so on. Learning shows that it is important to:

- maintain clear and effective communication of arrangements and provide links to the policies in place via a range of media channels to ensure high levels of awareness among students, staff and visitors, including external contractors
- remind staff and students of how to minimise risks, the symptoms to look for and clear advice on what to do if displaying symptoms or if they become apparent while in college or university premises

- make clear the channels of communication through which staff, students and trade unions can seek clarification on the implementation of health and safety measures in individual settings
- ensure a defined and clear link to the crisis management team, so that the partnership can respond effectively, taking a coordinated approach to invoke emergency plans as appropriate eg reconvene the emergency communications practitioners group
- The academic partner and university COVID-19 web presences should be maintained as the authoritative source of all up to date information. Our communities know where to go for the latest information. Use a frequently asked question style if required, taking care not to duplicate information contained on main pages. Do not reproduce COVID-19 advice from external sources, include links to Health Protection Scotland, to avoid having to keep the information updated.

Target audiences and communication channels

In a situation where local COVID-19 spikes appear it is important to follow local health protection team advice and enhance existing communication protocols as and when advised and appropriate. Remember there may be a cluster which does not force site closure.

Staff

It is important to let staff know first when there are any issues or announcements regarding COVID-19 in their working area. They are the first point of contact for members of the public and for students, visitors and contractors, so must be the priority.

Action:

Following update of website information or internal intranet or similar staff area if that is required, ensure rapid two-way (so questions can be asked) communication occurs between senior teams and staff. We must ensure that we don't put anything on a public facing website that raises more media attention when we don't require to share it. This rapid two-way communication will vary between sites, but could include:

- Online/face-to-face staff meeting, with an all staff email explaining the reason for the staff meeting issued shortly in advance so that staff can think about any questions or issues.
- Rapid team brief cascade through line managers
- Ongoing communication through usual staff communication channels after the initial action
- All communication must have the local and regional websites as their authoritative hub of information

Students

Our priority is to provide a safe learning environment for students. Key staff must be identified to ensure all students receive any information in the manner best suited to their needs. These protocols and checks should be agreed now to ensure that in the event of a situation where we

must move quickly, that no student is omitted from important communication. Mass emailing of students can be carried out regionally by the university communications team. Local emailing of all students can be done at an academic partner level. However, we also need to ensure that networked students who receive classes from an affected academic partner are informed of any changes to their timetabled classes as a result.

Action:

- In the event of a member of staff who teaches on a networked higher education programme being absent, academic partners should alert the relevant university faculty dean to confirm with them that arrangements are in place for informing all networked students of any alterations to their scheduled timetable or other impacts. Please copy communications@uhi.ac.uk into any communication.
- Identify which students and how groups of students will be informed and who is responsible for that before sending email information to their '@uhi.ac.uk' email account with clear instruction and reference to the local and/or regional website
- Ensure messaging provides clear channels for students to ask questions either from their course leader or via 'red button'
- Ensure student services and support teams as well as course leaders receive any student communication at the same time as the students, so they are prepared to answer questions
- Follow up this communication with clear signposting on social media directing students to the relevant website for more information
- Some academic partners have text messaging services which could also be used

Contractors and research project contacts
Following a staff communication, it is incumbent on staff who are currently engaging with contractors or private companies and project contacts collaborating in research, to ensure this information is cascaded to them and their health and safety is paramount.

Schools
Following a staff communication, it is incumbent on staff who are currently engaging with schools to ensure this information is cascaded to them and their health and safety is paramount. Students may hear information directly, but it is also essential to maintain an authoritative link with school managers affected.

Other community stakeholders and groups
Following a staff communication, it may be necessary, for some sites who have regular community visitors to ensure a specific or general announcement is made to ensure campus users are aware of any local adjustments.

Action:

- Prepare a media release in consultation with local health protection teams outlining issues and directing people to the local or regional website as appropriate
- Follow up with social media information as and when appropriate
Ensure local and list MSPs and MPs, as well as councillors are aware of arrangements and issues as they are often the first point of contact for concerned constituents.

Continuous improvement

To enable the partnership to continue to learn from this experience, each incident should be closed by way of a short report summarising the issue faced, the actions taken and the result. Relevant feedback on what worked well and what did not will be incorporated into this guide.

Alison Lochhead

July 2020

Moray College UHI

Covid-19 secure for everyone

University of the
Highlands and Islands
Moray College

Updated: 24th August 2020

Welcome

We're looking forward to welcoming new and returning students back on campus this autumn following the temporary closure of our buildings due to the Covid-19 pandemic. Our priority is to provide a safe learning environment for you. We want you to feel happy and confident about accessing our facilities, so we've introduced some changes on campus over the summer period to ensure your health, safety and wellbeing. You will hear more about these changes during your induction week.

We will continue and review these safety precautions in line with current advice from the Scottish Government.

Covid-19 symptoms

Students should only attend Moray College UHI if they feel well. Do not attend college if you, or anyone in your household, is showing signs of Covid-19.

The symptoms of COVID-19 are new:

- continuous cough
- fever/high temperature (37.8C or greater)
  loss of, or change in, sense of smell or taste (anosmia)
- If you develop any of these symptoms, contact the NHS to arrange to be tested. Do this online at NHS Inform, or call 0800 028 2816. You should self-isolate at home straight away along with other members of your household.

If you suspect you may be showing signs of Covid-19, you must:

Go home and self-isolate per the Scottish Government's advice on NHS Inform (if this is not possible, and you feel too unwell, please report to reception, while taking all precautions to prevent the spread (e.g. face covering/social distancing) and staff will assist you.

Visit NHS Inform and book a test online via the NHS Inform website.

Please inform your Learning Development Worker (further education students)/Personal Academic Tutor (PAT) (higher education students) immediately. You'll find out who your LDW/PAT is shortly.

Students who are at heightened risk of Covid-19 or have been shielding should continue to follow Scottish Government advice. Our Student Services Team can provide advice on how we can support you during your studies if you have any questions or concerns.

In the event of an outbreak of confirmed COVID-19, the college will support and share relevant information with you in line with our obligations under Test and Protect.

Test and Protect, Scotland's approach to implementing the 'test, trace, isolate, support strategy', is a public health measure designed to break chains of transmission of COVID-19 in the community.

As part of this you will be asked to self-isolate at home for 10 days if you have symptoms of COVID-19 or you have tested positive for it. If you live with someone who has symptoms or has tested positive, or if you have been in close contact with someone who has tested positive, you will be asked to self-isolate at home for 14 days.

Re-opening of our campus buildings

In line with the Scottish Government's Covid-19 route map, Moray College UHI will be delivering courses in Semester 1 (September to January 2021) using a blended approach to teaching. This includes using video conferencing, remote learning technologies, and face to face teaching where it is safe and important to do so.   Specific arrangements for your course will be outlined during your induction, however, the following information relates to all our campuses in Elgin.

What to expect when our buildings re-open this autumn

Re-opening of our campus buildings

Whether you are a new, or returning student, you can expect to see some changes when you enter our buildings.

All buildings will re-open for induction on 24th August 2020.

This includes the Main Campus, Technology Centre, Victoria Arts Building and the Biblical Garden near Elgin Cathedral.

Our current opening times are 8.45am to 5pm Monday to Friday. These opening times will be extended to 9pm when evening classes resume.

Accessing our buildings

Students should follow clearly marked entry and exit signs.   When arriving for a class, attendance will be taken .   If you are visiting College for a pre-arranged appointment, then you must report to reception on arrival and departure.

Physical distancing and moving around our buildings

When using our buildings, you should adhere to Scottish Government guidance on physical distancing. This is currently set at two metres. Signage and markings have been introduced across our buildings to illustrate this. Where this is not possible, for example, in certain practical lessons, additional measures will be required, and these will be explained to you by the relevant teaching staff in advance.

Please follow the signs carefully.   We expect that brief interactions of less than 2m may occasionally occur, but please make every effort to follow the signage as you travel through the building.

Face Coverings

To help protect others and reduce the risk of transmission of Covid-19, face coverings are mandatory when travelling along corridors and in all public areas of the College such as reception areas and toilets. This also applies to the Student Services Centre where the College library is situated.

Exemptions apply to those who have a reasonable explanation for not wearing one (for example, if you have a health condition or a disability and a face covering would cause difficulty, pain or distress; you need to communicate with someone who relies on lip reading; you need to eat, drink or take medicine).   All staff and students should be aware of these exemptions and ensure they understand and respect this. Bullying and harassment on this issue will not be tolerated.

Face Coverings in Class rooms, teaching areas, offices and workrooms

Face coverings are recommended whilst in class rooms, teaching areas, offices and staff workrooms.   However, note that there may be situations where they must be worn depending on the suitability of the area for those present in the area along with the type

and level of activity taking place. This will be determined by the Risk Assessment for each specific area.

People should not stop for long conversations within corridors. Other measures such as staggered start times, lunch breaks and finish times will help maintain physical distancing on campus.

Students should not congregate in corridors prior to and between class. Please make sure that you arrive at the time of your scheduled class. It's expected that you will not move class during the day to minimise corridor traffic and reduce risk. More information will be made available to those students returning to campus in due course.

Facilities

Transparent screens have been added at key interaction points throughout the building for example, at reception areas. As other services re-open, further screens will be installed across the campus.

Canteen and cafes

Canteens and café areas are currently closed, but the college is working with the teams in these areas to start work on the safe re-opening of services. More detail will be issued in due course.   The Aye Pod Café area will be available to eat packed lunches.   Vending machines are currently out of use.

When they open, canteens will be cashless, you should pay by card.

Face coverings do not need to be worn while you're eating and drinking in designated dining areas, but the must be put back on to move around the building.

Physical distancing is especially important in these areas.

Student Services

Student services continues to operate virtually and we expect to being opening the building in phase 4 of the Scottish Government route map.   Please see the College website for more information, the contact details are as follows:

- Tel: 01343 576354
- Email: Student.Services.Moray@uhi.ac.uk

Library

Our library facilities will be available online only in semester one. Further details will be issued soon.

Hair and beauty salons

Our training salons will start to re-open shortly, further information will be provided in due course.

Accommodation

Purpose-build student residences are located in Elgin. Our accommodation providers Cityheart Living are accepting applications as normal for the start of the 2020/21 academic

year. For further information on our accommodation, please visit
https://www.uhi.ac.uk/en/studying-at-uhi/first-steps/accommodation/ or email:
student.accommodation@uhi.ac.uk

Travel to and from campus

We understand students may need to use public transport to travel to and from our campus building. Face coverings are mandatory when travelling on public transport. You should also ensure social distancing and avoid busier times of travel, when possible.

If you are required to travel in a college minibus as part of your studies, a face covering should be worn.

Travel by foot, bike, or car if you can. When using our car parks ensure social distancing.

Staying safe on campus

Hygiene and Hand sanitisation

We strongly recommend that you wash your hands regularly with soap and hot water for at least 20 seconds to reduce transmission of the virus.

Please wash or sanitise your hands every time you enter or leave our buildings, and when your blow your nose, sneeze, cough, or eat/handle food.

The use of soap and hot water is preferable to sanitiser. However, hand sanitiser dispensers will be located at all entrances to our buildings and key locations. Please use these dispensers when you enter or leave these areas, particularly when hand washing is not available.

Cover your mouth and nose with a tissue when you cough or sneeze, throw the tissue in a bin and wash your hands.

You should avoid touching your face, in particular your eyes, nose and mouth, at all times.

Cleaning

Our buildings will be thoroughly cleaned ahead of reopening and we'll be operating an enhanced cleaning service when you return to the building to ensure a high standard.

Sanitising wipes will also be located in key locations and students must use these to wipe down keyboards, mice, and any other equipment before and after using. This includes in communal areas like our library and student services centre, and in class.

Toilets

The exterior doors to communal washrooms will be open to support physical distancing, providing a clear line of sight for people entering and exit. As a result, only cubicles will be available, and urinals will be closed to support physical distancing. Disabled toilets will be available as normal.

Sanitising wipes can be used to clean toilet seats before use – do not flush sanitising wipes, dispose of them in the bin.

Toilet lids should be lowered prior to flushing to reduce the spread of aerosols.

If toilet cubicles are occupied, please wait outside the toilet room/communal washroom.

Wash hands thoroughly after using the toilet for at least 20 seconds with soap and hot water.

Use hand towels to dry hands. Note that some areas have automatic hand dryers and these can be used.

Health and wellbeing

Our student support team are here to help you. They can provide advice, support and guidance regarding your studies, as well as your own health and wellbeing. If you have any concerns, please speak with our Student Guidance Team. Details are available here:

https://www.moray.uhi.ac.uk/students/coronavirus-covid-19/

You can also speak to your Learning Development Worker (LDW) (FE Students) or Personal Academic Tutor (PAT) (HE students) if you are struggling because of the current situation. You'll find out who your LDW/PAT is shortly.

All students also have access to the Togetherall, a confidential support service operated by healthcare professionals, which is available online, 24/7, and is completely anonymous.

Student code of conduct

All students should read and refer to our student code of conduct which sets out expectations of how students should conduct themselves to other students, staff and external organisations.

Failure to adhere to the measures in place to keep all of us safe from COVID-19 could result in disciplinary measures being taken.

Document Change History

Version	Date	Change details
0	11th August 2020	Draft for approval by H&SPG
1	13th August 2020	Initial issue to Crisis Management Group
2	18th August 2020	Moray College Updates

On-Site Actions for Suspected Covid-19 Incident

Scope

This document covers the actions to take if there is a suspected or actual case of Covid-19 on site.

All College buildings and facilities are in scope, but It should be noted that the College Nursery is following a protocol issued by Moray Council.

Key Contacts

www.nhsinform.scot or 0800 028 2816 - for those who need to get tested.

NHS Grampian Public Health Protection Team (for advice or if an outbreak is suspected):

- During office hours: **01224 558520**
- Emergency/ out of hours: **0345 456 6000 - ask for public health on call.**

Actions

1. Activate the College **Business Continuity Plan – Duty Head**
2. Appoint lead for the incident and ensure the following other staff are immediately brought into the team:
   a. DIPSS is the designated leader or any other SLT member.
   b. College Principal – liaise with external agencies, press releases
   c. DHROC – Liaise with staff
   d. Any other available SLT member – liaise with students
   e. Facilities Supervisor or Site Assistant on site
   f. Line Manager of Area (unless involved in the incident itself)
3. Assign responsibilities:
   a. DIPPS to liaise with NHS and develop response, initiate BCP Log
   b. Site Assistant - Security of the location
   c. SLT member - Communication Checklist and contacting family member if required
   d. Line Manager(s) - supervisor for the person(s) suspected of being infected
4. Confirm location where person suspected of Covid-19 infection is located.
   a. Site assistant must use PPE as follows:
      i. Face mask
      ii. Plastic apron
      iii. Visor
      iv. Gloves
   b. Assess the medical emergency – is the person well enough to go home or is an emergency call required?
   c. Carry out any immediate safety related work to close the area down.
   d. Secure this area with barriers, apply spray disinfectant to any doors before touching.
   e. Secure the area.
   f. Report status to BC leader
   g. Dispose of PPE in the PPE bin.
5. Record details of the person involved – name, section (or class), date and time.
   a. Identify the class members (if required)
   b. Identify any other close contacts in College
6. Update the log entry in S:\MC Directors\Covid-19\Incident Response

7. If the person is well enough, Isolate them to a safe area outside:
    o They should be sent home immediately with NHSInform guidance.
        • Provide them with a face mask and gloves if symptoms are mild and they are using public transport.
    o If waiting for a member of their own household to collect them, then isolate the person to a safe isolated location as follows:
        • **Main Campus –** to the grass area outside the AGBC west entrance area (near the sub-station)
        • **Victoria Arts** – to the grass area outside to the front of the building
        • **Biblical Garden** – to a safe area within the grounds near one of the portacabins.
        • **Technology Centre** - outside the front of the building to the shelter area in the car park
        • **Nursery** – an area is marked outside the front of the building.
    o A member of staff must provide supervision to the person at all times, but at a distance of at least 2 meters.
        • No physical contact is permitted.
        • A face covering, visor and gloves must be worn.
        • Fully consider the welfare of the person, this may require changes to the approach in the case of severe weather or if the symptoms worsen.
8. Ensure the area where the incident occurred remains secure.
9. If there are a group of people involved, then isolate them in a safe location.
10. Consider if this is an outbreak:

    o An outbreak should be suspected if either:
        • there are two or more linked cases (confirmed or suspected) of COVID-19 in a setting within 14 days where cross transmission has been identified, or
        • there is an increase in staff absence rates in a setting due to suspected or confirmed cases of COVID-19.
    o Contact NHS Grampian Public Health Protection Team
11. BCP to evaluate scale of the covid-19 checklist and liaise with NHS Grampian as required:
        • Decide on emergency closure if required:
            • Partial closure
            • Full closure
            • No closure
12. Initiate the UHI Communications checklist.
13. Issue instructions to the group based on NHS guidance:
        • Take appropriate action which may involve sending all home to self-isolate.
14. Follow NHS Guidance with particular regard to:
        • Closure of facilities
        • Closure of College
        • Increasing scope of staff who may need to self-isolate.
15. Plan Deep Cleaning Response
        • Identify area to be cleaned
        • Refer to College cleaning protocol
        • Identify PPE standards.
        • Provide specific guidance to cleaning team for the situation
16. Review Risk Assessment for Deep Clean

17. Implement Deep Clean
18. Wait 72 hours before re-opening the facility.
19. Review BCP response.

Workstream Guidance - Planning for Return

This document comprises of 2 sections covering:

- Section 1: Estates Workstream Guidance
- Section 2: Curriculum Workstream Guidance

Section 1 is aimed at all staff and provides general guidance for all College teaching and support sections.   Section 2 provides more detailed information to assist with curriculum planning.

Both workstreams outline the need to ensure that plans fully take into account the health, safety and wellbeing of all staff, students, visitors to the College site.

Guidance is still emerging and all documentation will be reviewed and updated as more information becomes available over the coming months.

Please direct any questions to:

- Derek Duncan (Estates)
- Nikki Yoxall (Curriculum)

Section 1: Estates Workstream Guidance

1. Introduction

This section should be used as a guide by teaching and support areas to help plan the adjustments required to allow a gradual return to the site by staff in August, with an expectation that some practical student activities will also resume on site in semester 1.   Section 2 covers more curriculum focussed information to help plan the curriculum which is already well underway.

Staff should note that the College remains in lockdown and any adjustments should be planned on the basis that sector-level guidance will change going forward.

Various restrictions on site access will likely remain in some form throughout session 20/21, but there is a need to ensure that students can be supported on site for essential practical work and to access support services which cannot be provided remotely.

All planning work must be based on ensuring the health, safety and wellbeing of all and the risk assessment process will be a key part of that.

Sections of this document are out of scope for the College Nursery which is governed by the Care Commission and additional guidance issued by Moray Council. The nursery manager will liaise with the Director of Information, Planning and Student Support to ensure a consistent approach.

2. Risk Assessments

Covid-19 specific risk assessments are mandatory for all activities planned take place on site from semester 1.

General risk assessments will be provided to cover common areas and exemplar risk assessments will be developed to assist staff involved in risk assessment related work.

3. Protecting Public Health in College

The College approach is to follow the Government advice which is to implement:

- Increased physical separation and other measures to control infection
- Decreased interaction on site

The College is in the process of adopting a range of measures to support this:

- Re-starting essential safety related servicing work on site from June 2020 e.g. water hygiene and fire equipment servicing.
- Supporting on-going shielding arrangements for any high-risk individuals.
- Developing new approaches to infection control on-site when the buildings open, with enhanced cleaning, disinfecting and hand hygiene regimes in place.
- Working from home is established and will continue for a range of staff into the new session.
- Developing rotas to support staff working part time from home / part time on site depending on service need and output from risk assessment.
- Studying from home will make up the majority of student time, with some practical activities supported on site with student numbers and visitors to site limited.
- Supporting the Government's strategy for test, track and trace will be a key requirement. This is now underway in Scotland and is a cornerstone of helping to re-open education and the economy generally.
- Re-design of areas to implement social distancing and control movement around College and respond to any covid-19 suspected illness on-site to include signage and appropriate screening.
- The use of PPE where a risk assessments and government guidance recommend use.
- Ensuring appropriate screening is in place at all public facing sites in College e.g. reception areas.
- Revised first aid procedures to deal with anyone falls ill on site.

4. Working and Studying from Home

Staff and students should be working from home as the default option.

Teaching staff should assume that:

1) Student visits to the main campus in semester 1 should ideally be limited to 1 day per week, but with flexibility to increase this in line with curriculum needs if teaching block capacity restrictions allow.
2) Timetabling should be based on a general occupancy level of **20% of the normal planned** teaching **block** capacity for students. This is also outlined in the curriculum planning guidance.
3) Teaching staff time will be split between home and on-campus, with on-campus work only for essential reasons.

Support staff should assume that:

- There will be a mixture of working from home / working for a limited time on site to ensure essential services are covered for re-opening.
- Student facing services will not re-open to students until phase 4 of the Government Route map and are likely to have on-going restrictions going forward to support social distancing.

All staff office spaces need to be re-configured to meet social distancing requirements which will mean some staff having to re-locate temporarily to unused teaching space, but it's important that work that can be done from home continues to be done so.

DSE self-assessments at home must be supported with appropriate equipment to support working from home provided.

5. Maximum Student Capacity of College Site Block

Planning for the return of students to engage with a limited range of practical face to face classes on-site must be based on the following maximum capacity in each college block at any given time:

Site	Block	Sum of Area m2	Max Capacity Covid-19
Elgin	Biblical Garden	240.72	9
Elgin Total		**240.72**	**9**
Linkwood	Tech Centre	4629.99	132
Linkwood Total		**4629.99**	**132**
Main Campus	Academy	856.97	17
Main Campus	AGBC	2099.25	114
Main Campus	Birnie	1874.87	33
Main Campus	BoilerHouse	91.89	
Main Campus	Culbin	3439.63	124
Main Campus	Grange	1136.19	40
Main Campus	LRC	1401.27	
Main Campus	Nursery	408.17	
Main Campus	Pluscarden	1504.42	40
Main Campus	Speyside	996.91	37
Main Campus	T Block	219.21	6
Main Campus	Victoria Art	430.95	16
Main Campus Total		**14459.73**	**427**

For example, at any given time, the total number of students in Culbin Wing must not exceed **124**.

Capacity restrictions for rooms will be implemented in line with the 2m rule described below, but it's important to note that even if the 2m rule leads to an overall capacity in excess of the block capacity restriction, the timetabling must still restrict overall capacity that of the overall block maximum in order to maintain safe social distancing in common areas.

Almost all student social and private study areas will initially be restricted with maximum occupancy following the same 20% restriction. This information is currently being developed.

Staff will be over and above these numbers, socially distanced when on site in teaching spaces, workrooms and any other appropriate room which can be re-purposed for staff.

Some offices locations will not be suitable for more than one person in at a time.

6. Social Distancing in College Spaces – the 2m Rule

The College is following the guidance documents shared by the Scottish Funding Council on 11th June 2020 which state:

> Colleges and universities should follow advice from Health Protection Scotland, and specifically the Information and Guidance for Non-Healthcare Settings and the advice in the Scottish Government document Social distancing in non-healthcare public services.

The most relevant advice for education at present should be used as the basis for implementing the 2m rule, but this is likely to be revised:

> The default position for schools is that individuals (or, in some limited circumstances, small groups with consistent membership – see below) should be supported to stay 2m apart wherever practicable and appropriate.
>
> The requirement for 2m distancing reflects precautionary judgements based on public health advice at the time of writing. As the situation evolves, such requirements may be amended or eased. As noted in "key principles", education authorities should implement measures with a view to being able to ease them as soon as it is safe to do so, to ensure the maximum benefit from in-setting learning is gained as early as possible.
>
> This 2m rule should be used when determining how many people are permitted to be in a space. In any defined learning space, there should be sufficient floor area to allow for 2m separation between all individuals (including all types of staff and learners of all ages).
>
> For the avoidance of doubt, this applies even in those limited circumstances where alternative risk mitigation strategies (e.g. small, consistent groups instead of 2m spacing between all individuals) are permitted as set out below. This will help avoid overcrowding and align with strategies which people are familiar with in other scenarios. This approach should be applied to both the preparatory stage when staff may be in schools to get ready to return and thereafter.

There are a few limited exceptions for practical reasons:

> While they should be avoided wherever possible, very brief interactions within 2m, such as limited numbers of people **passing each other in corridors** or **walking through learning spaces** to go to the toilet, are considered low risk and are permissible. **Use of floor markings** in relevant spaces may help minimise the extent of such encroachments.

Floor markings must be used to highlight the 2m separation in work areas and note that the UHI Partnership is planning semester 1 on the basis of a maximum overall capacity restriction for blocks of **20%** at any given time, as indicated above, to aid infection control.   Common areas will be designed by Estates with a one-way system in place for staircases and corridors which are not wide enough to support 2m distancing.

7. Social Distancing – Practical Guidance

Room layouts must be changed in line with risk assessments for all activities.

The Government has issued an over-arching statement to schools which applies to all learning spaces:

> The health and wellbeing of pupils and staff and the provision of positive learning and teaching environments should be considered when repurposing any space to provide additional capacity.

When planning areas for social distancing, staff should consider a range of adjustments:

- **Introduce physical markings** and **barriers (e.g. clear Perspex screening)** to separate students and staff.
- **Ensure correct PPE is used for each situation**, in line with risk assessments.   Note that such activities for students may have to be delayed until such time as national guidance is available. The routine wearing of facemasks for all needs to be considered.
- **Remove any unnecessary items** from rooms to increase space available for social distancing.
- **Spread activities** over several rooms with teaching staff rotating around each room to guide learners.   Note that risk assessments will cover areas where a staff presence is required 100% of the time regardless, notably in high-risk areas.
- **Implement floor markings for** queuing at all student-facing areas,
- **Stagger lunch times** to reduce traffic in corridor areas and common areas in College. Allow flexibility in break times, working with other College areas to ensure an appropriate staggered approach, but students should be encouraged to remain in their area.
- **Re-configure all staff rooms, bases and offices** to ensure 2m social distancing is fully maintained.   Staff will need to be re-located to other offices or classrooms not in use to aid separation and working from home will help mitigate the risk.
- **Ensure hand hygiene measures are planned** into the teaching day for students and staff take extra precautions and regularly wash or sanitise hands.
- **Procedures for cleaning of equipment** between student / staff use are in place and monitored.
- **Ensure students do not share equipment** and put in place cleaning arrangements for the next group.
- **Ensure appropriate measures in place to manage access** to toilets in each area (Estates will provide support and guidance).
- **Consider which activities can be delivered outside**.   It's expected that this will apply for only a limited range of teaching areas in College.
- **Ensure sufficient ventilation of all areas** – estates will provide guidance and support.

Public facing reception desks are a particular risk and all will require a re-design to ensure screening is installed to provide protection for staff.

8. Teaching Staff Interaction with Students

Detailed guidance is provided in **section 2** of this document.

General principles to be followed:

- Plan for students to visit the site for practical activities for (ideally) 1 day per week, but with flexibility to increase this in line with curriculum needs if teaching block capacity restrictions allow.
- Extended opening hours will be available to 9pm Monday-Thursday and may provide additional opportunities to spread activity across the week, but this is subject to local agreement and is optional. This is covered in the curriculum planning workstream.
- Minimise the flow of staff and students around College and ensure they are timetabled for a specific location each day in College.
- Implement a one-way system in your area. In some areas, this may require staff and students to use an exit door to go outside and re-enter the building. All common areas will be marked. A map will be developed for the overall one-way system across all College corridors and external walkways.
- Plan for cleaning of equipment between student/staff usage.

If students need to change room, then this should be done at non-standard timings to avoid any potential contact with others moving around College – the normal timetable should not apply in terms of when classes start/end due to the planning of activities on site.

Further guidance on delivery and timetabling will be provided by the curriculum workstream.

9. Support staff Interaction with Students

All student facing services will remain closed until Phase 4 of the Government Route map. As an interim support measure, services should consider the design of space to provide one-to-one support by appointment only. This is likely to require screens to ensure 2m social distancing.

Cleaning of all staff and student areas needs to be considered and built into the working day.

10. Drop Off / Pick Up Arrangements

A number of students travel by taxi or bus and this should be planned as part of any practical day in College. General approaches will be developed by Estates, but in terms of the curriculum, make allowance for staggered drop-off / pick-up times.

11. Fire Evacuation

Standard risk assessments will cover fire evacuation and safe social distancing at assembly points. Estates staff will provide specific advice.

Fire drills will take place to test the arrangements, as is the norm during the session.

12. Safety Induction for Students

As part of curriculum planning, time should be allowed for a standard safety briefing for Covid-19 should be issued at the start of the student day.

This is likely to include a document covering:

- A map of the revised one-way system
- Any revised procedures in place
- Guidance on good hand hygiene
- Guidance on use of toilets
- Guidance on maintaining safe social distancing
- Reporting of any covid-19 symptoms
- Fire evacuation reminder of routes to follow

13. Safety Induction for Staff

All staff returning to the site will require an initial safety briefing from the Facilities Supervisor.

Time should be allocated for all staff to provide feedback on the arrangements and where required, make further adjustments to working arrangements. This will be particularly important early in the session when the new arrangements are being rolled out.

Section 2: Curriculum Workstream Guidance

1. Context

As we all recognise from our ongoing communication through meetings and more informal discussions, the COVID-19 pandemic means that we are working in an unprecedented and continually evolving situation. Although we don't yet know what legislative restrictions or what government guidance will be in place as we move into the new academic year, we are all working hard to make plans now to ensure we can provide the best learning experience possible for our students.

The Curriculum Workstream group are working as part of a wider college re-opening planning approach, particularly focusing on delivery planning, learning and teaching, induction and enrolment, timetabling and practical delivery implications. We have to recognise the likelihood that social distancing measures will be in place which will impact on how we deliver our courses and services to support our students and will limit the numbers of people who can be on campus at any one time.

After considering a range of scenarios through the FE and HE readiness to start exercises, which the majority of teaching staff have been involved in, we are developing a clearer picture of what can be delivered by each team from August onwards. Curriculum teams are working to determine the need for staggered starts, online delivery or blended approaches and the practicalities associated with such approaches. Such plans will be flexible and will respond to any government guidance issued over the coming months.

This guidance sets out the considerations and approach required to plan the delivery of our learning, teaching and assessment for session 2020-21 and supports the college's overarching **High Level Plan for College Re-opening.**

2. Delivery Considerations

- **Safety first** – our decisions put the safety and wellbeing of our students and staff at the centre.
- **Collaboration** – the whole course team should be involved in the planning process, which will reflect the guidance set out across this document.
- **Remote delivery** – this should be considered as the primary delivery option where possible.
- **Limit numbers on campus** – groups should be timetabled on campus only as necessary to undertake practical learning in workshops/kitchens/salons/labs/gardens etc.
- **Be creative** – try new approaches to learning, teaching and assessment making use of the guidance shared to date, engaging with CPD opportunities as they are made available.

3. Approach

Every teaching area in the college is different, and plans must reflect the global pandemic situation, which will be adapted as appropriate and different to the usual approach.
To support the planning:
- Each course will primarily use Brightspace as a delivery platform, utilising [UHI approved technologies](#) and other learning technologies where appropriate to enhance learning and teaching.
- A limited range of practical face to face classes on campus will in the first instance be planned on the basis of a general occupancy level of 20% of the normal planned teaching block capacity. The capacities have been shared with Heads of Curriculum/Head of

Academic Partnerships who will use the information provided in the 20-21 Course Start Overview, to coordinate timetabled access to ensure 20% capacity at any given time.

- Course teams should consider the layout of a teaching space, the activity being planned and the need to adhere to social distancing rules in order to determine appropriate student numbers.

4. Planning the delivery

Effective planning of the delivery will be key to the success of re-opening for students in August. The following points are a guide on how to approach the planning stage:

- Review the units within the course framework to ensure they are correct and request modifications via this SharePoint link.
- Explore opportunities for holistic approaches to delivery, so that where possible, multiple outcomes can be met through each learning and assessment activity. Collaboration across the team will be essential for this.
- Identify from the framework which units/outcomes/assessments can be delivered remotely and which can be mapped to other units (similarly to how Core Skills has already been mapped).
- It is recognised that course teams have already been considering and recording the following for each course, and are sharing this within the wider curriculum teams:
  - o Theory units that can be delivered remotely including those that can be delivered jointly to more than one group/stream.
  - o Practical units that can be grouped together to cover evidence requirements.
  - o Theory and practical units or topics that can be integrated to streamline delivery – consider the use of projects to support unit integration.
  - o How the groups will be split to accommodate capacity restrictions in practical areas.
  - o How the groups could be scheduled to attend campus for practical elements – eg in shifts, extended days, staggered start and finish
  - o The order in which the units could be taught (this may be different from how they have been previously been scheduled/timetabled).
  - o Which lecturer(s) are developing new approaches, materials, projects, integration of units and dates for completion of these developments.
  - o Any CPD requirements for staff to enable effective delivery, eg digital pedagogy.
- Consider limiting option sets/optional unit choices to focus resources on creation of high-quality remote learning and teaching materials and approaches.

4.1 Timetabling

It is essential that we limit the numbers of students on campus throughout the week in order to maintain safety. Overall co-ordination will be undertaken by Heads of Curriculum/Head of Academic Partnerships for the relevant curriculum areas to ensure a spread of learners across the full week. When timetabling:

- Timetable theoretical units in Semester 1 and move labs/practical sessions to Semester 2, where possible and if appropriate.
- Try to group a range of practical sessions into the same day for each group of students. Aim to keep students in one teaching space and keep groups separate to minimise the risk of infection spreading between groups.
- Use the full day for practical timetabling – between the hours of 9am – 9pm Mon-Thu and 9am – 5pm Friday. You may want to consider shifts for groups eg 9am – 3pm, 3pm – 9pm.

4.2 Learning and Teaching

Concentrated practical delivery and remote delivery of our curriculum means we have all already been thinking differently about how we engage and motivate our students.
We should continue to:

- Consider previous student feedback on what works well, what they find engaging, and units/subjects that they find challenging and may need additional support.
- Use existing resources – teaching teams have good learning and teaching materials which may only require some refreshing and updating of format and/or design to make them suitable for use in remote delivery.
- Provide a range of activities including ice-breakers, team challenges and team building activities to keep students engaged, motivated and connected.
- Enhance Brightspace materials with quizzes, links to relevant external resources, extension activities and reading materials. Please make use of support available here and via our Brightspace Champion.
- Record lectures/tutorials to enable students with childcare commitments or caring responsibilities to access learning when it's convenient for them (to support retention and achievement).
- Use technology to stay in touch with students – 1:1 tutorials, group work, discussion/chat forums, live stream lectures.
- Release schedule of work weekly to allow students to work at their own pace.
- Set weekly milestones/achievement goals for students to support ongoing motivation.
- Seek regular feedback from students and make adjustments as required.
- Plan how to engage your students alongside learning, teaching and assessment.
- Make use of the Learning and Teaching Resources area on SharePoint.

4.3 Assessment

Some of the assessment methods we normally use may not be possible and we may need to explore alternative assessment approaches.   We should:

- Use formative assessment activities to check student progress, knowledge and understanding. Records of these can be kept to inform professional judgement if required at a later date.
- Look for opportunities to integrate summative assessments through holistic assessment planning.
- Use online assessments available from Awarding Bodies where possible.
- Turn paper-based assessments into e-assessments e.g. multiple choice papers where appropriate.
- Ensure assessments have extended response time
- Move closed book/exams to Semester 2 where possible, where this maintains the course balance.
- Consider writing new assessments to replace closed book/exam conditions. These may require Awarding Body endorsement/approval, and guidance will be made available at the start of the new academic year when released by Awarding Bodies.
- Agree the assessment schedule as a course team and advise the students to enable them to plan their time and study.

4.4 Course team operations

Ongoing evaluation and feedback, close team working and regular communication will be essential for supporting each other and ensuring a good student learning experience. Teams should continue to:

- Engage all team members in arrangements and be mindful of individual staff needs when planning.
- Schedule remote pre-verification, standardisation and internal verification sessions.
- Have regular course team meetings with input from LDWs and ELS colleagues to specifically review student progress.
- Schedule check points for delivery to review how well the approach is working for staff and students; to review student feedback and make timely adjustments.
- Quality Calendar activity details will be shared in August.

College Safety Briefing

For Staff Returning to Site

Last Update: **24th August 2020**

Contents

- Staff Health Check
- Travel to College
- Recording when you are in College
- Face Coverings
- Hygiene and Cleaning
- Physical Distancing and getting around College
- Toilets
- Fire Evacuation
- First Aid
- Catering and Kitchen Facilities and other areas
- Reporting Concerns

Staff Health Check

Guidance has been issued by email to all staff to ensure those at higher risk go through a risk assessment process before returning to work. Staff should undertake the Scottish Government Occupational Risk Assessment and let their line manager know the outcome.

Follow the Scottish Government Guidance and **do not attend College** if you have any symptoms:

- Any person who has symptoms of COVID-19 - that is a cough, a fever or a temperature of above 37.8°C or loss of taste or smell - should take immediate steps to book a test.

- If this applies to you, please go straight to nhsinform.scot to get a test or, if you can't go online, call NHS 24 on 0800 028 2816. Don't wait to see if you feel better before booking a test, and all people in your household should self-isolate.

- Read the latest information on COVID-19 from Health Protection Scotland.

- The Scottish Government has published Vitamin D advice for all age groups.

- Let HR know!

Travel to College

For those who need to carry out essential work on-site:

- If travelling to College by car, then do not share the journey with anyone from outside your own household.
- Walk or cycle if at all possible.
- If using public transport, please follow the operators safety guidance.

For College related travel:

- No journeys outside of Moray are permitted at present.
- The reason for travel within Moray must be **for essential reasons only.**
- No sharing of College vehicles and staff must not use public transport on College business.

Recording When You Are in College

When attending site:

- Make sure your **line manager** is aware of your visit:
  - Date
  - Time of arrival/exit
  - Location
- The 'test, trace, isolate, support' strategy, is a public health measure designed to break chains of transmission of Coronavirus (COVID-19) in the community.
- This information is vital in the case of any suspected or actual Covid-19 case in College.
- If you develop symptoms whilst on site, then contact reception immediately and ask for a first aider.
- College is open from 8.45 to 5pm Monday – Friday at present.

Face Coverings

- To help protect others and reduce the risk of transmission of Covid-19, face coverings are **mandatory when travelling along corridors and in all public areas of the College** such as reception areas and toilets. This also applies to the Student Services Centre where the College library is situated.

- Exemptions apply to those who have a reasonable explanation for not wearing one (for example, if you have a health condition or a disability and a face covering would cause difficulty, pain or distress; you need to communicate with someone who relies on lip reading; you need to eat, drink or take medicine).   All staff and students should be aware of these exemptions and ensure they understand and respect this. Bullying and harassment on this issue will not be tolerated.

Face Coverings – other areas

- Face coverings are recommended whilst in class rooms, teaching areas, offices and staff workrooms. However, note that there may be situations where they are required depending on the suitability of the area for those present in the area along with the type and level of activity taking place. This will be determined by the Risk Assessment for each specific area.

Hygiene

Good personal hygiene is essential whilst on site:

- **Hand sanitiser** is provided at every entrance and at other key locations in College.
- Use sanitiser on arrival *and* departure.
- Wash your hands regularly throughout the day, including before and after eating.
- Wash your hands when you arrive home.
- Cleaning staff are on site and will regularly clean common touch points and there is a revised protocol for cleaning toilets.
- Report any hygiene concerns to main reception.

Cleaning

Common areas are being cleaned more regularly with disinfectant. All areas will need to be kept clean using 2 standard products:

- **Covid Guard Disinfectant Spray** – Only safe to use in diluted form (this will be issued in a pre-diluted spray bottle).

- **Uniwipe Clinical Midi Disinfectant Surface Wipes** – a hand safe wipe effective against coronavirus, can be used on keyboards and most other surfaces.

- Stock issues may mean that we use alternative products offering similar levels of performance.

Physical Distancing

- 2 metres is the current standard, with very brief corridor interactions permitted – but remember, corridors are not social spaces.

- The College is opening with reduced capacity (20% of designed student capacity and staff working from home where possible).

- Physical distancing across College corridors, offices and work areas.

- Reception screens are in place – do not enter behind reception areas.

- Visitors are by appointment only for the moment.

- Use Microsoft Teams or telephone to contact staff on-site, limit face to face meetings.

Physical Distancing – One Way System

- The route map is posted on the Intranet Covid-19 SharePoint area and has been emailed to all staff.

- A one-way system is in place in **most** corridors and is marked on the floor by **single line** of yellow and black tape.

- Keep to one side, single file (i.e. the side with the blue floor sign which may be on the left of right, depending on the corridor)

ONE WAY SYSTEM

NO TRAVEL ON THIS SIDE OF THE HASHED LINE
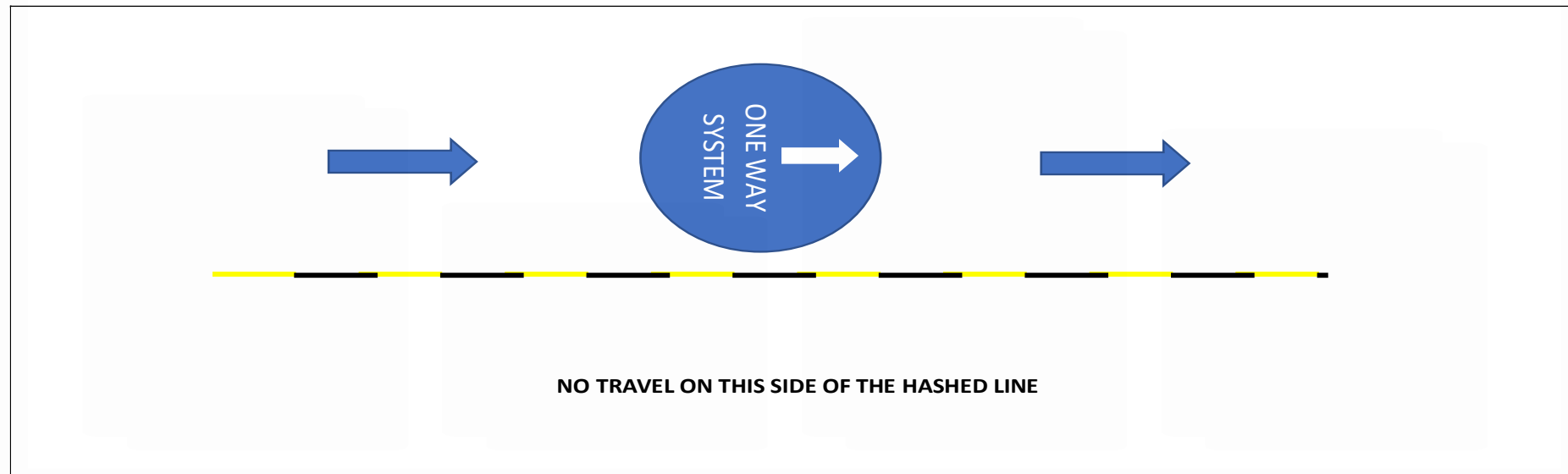
Physical Distancing – Two-Way System

Two-way traffic is permitted in areas where the floor is marked with a **double** hashed line e.g. AGBC corridors:
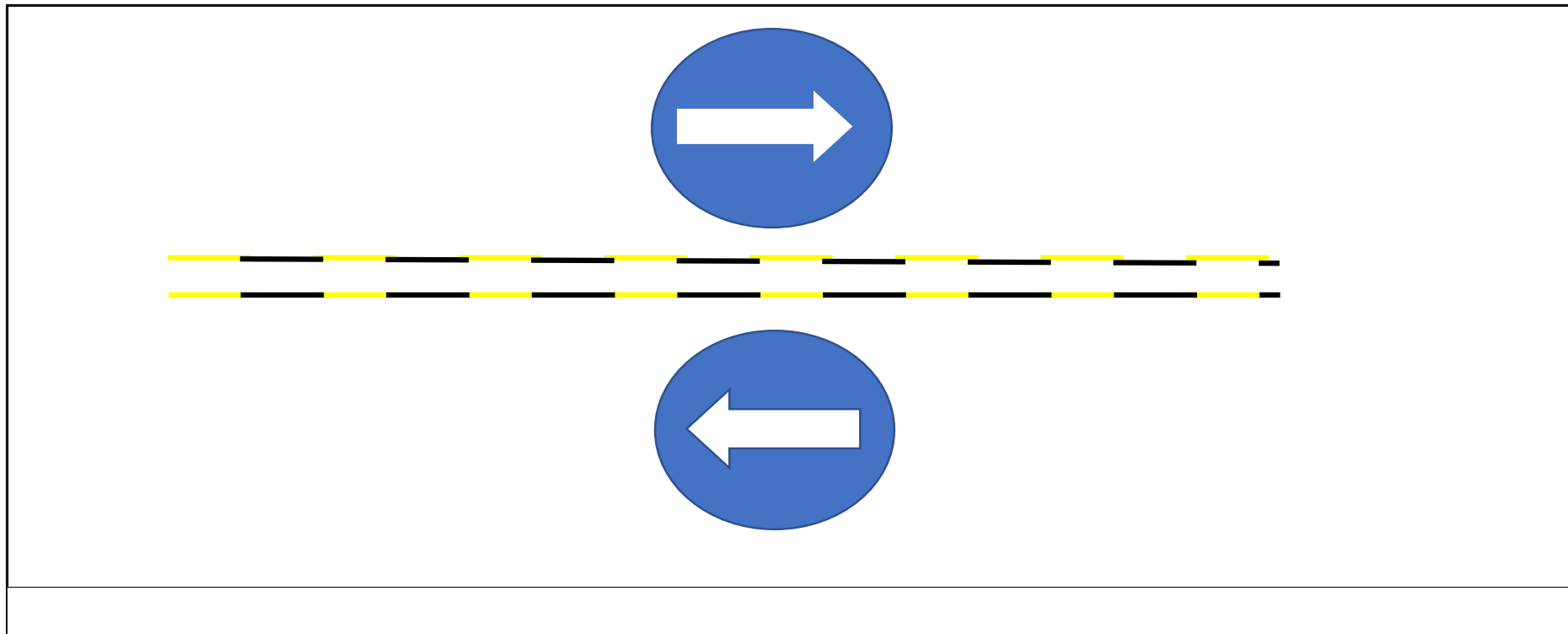
Technology Centre and Biblical Gardens

- One way systems are not practical in these areas.

- Signage is typically wall mounted due to extensive use of carpet flooring.

- Corridors need to be kept clear.

- 2 metre physical distancing must be maintained, but brief interactions of less than 2 metres are permitted.

Physical Distancing

When working on-site:

- **Reduce the time you are on site** – only come in for essential reasons.
- Keep windows open to ensure good air flow.
- Air circulation systems which bring in fresh air are deemed low risk when windows are kept open.
- Air conditioning systems are being reviewed, but are considered low risk.
- Fire doors **must** be kept closed, unless attached to the automatic fire door closing system.
- Fire exits can be used to exit as part of the one-way system.
- Where air circulation is not effective, then limit to one person in each office, even where physical distancing allows for > 2m separation.
- Limit face to face meetings.   Don't visit other staff on-site, use Microsoft Teams or telephone.

Toilets – General Advice

√ Apply hand sanitiser before entry

√ Maintain social distancing

√ Wash hands for 20 seconds before exiting

√ Place paper towels in the bin

√ Report any issues to main reception

√ Wash hands when you arrive home

X Avoid touching surfaces where possible

X Avoid touching your face

X Some cubicles may be closed – do not use

X Do not enter when cleaning is taking place

Fire Evacuation

Some changes to be aware of:

- Fire maps have been posted to SharePoint (access the Covid-19 communications from the College Intranet).

- Remind yourself of the fire exits in you area and remember: **you must leave by the nearest safe fire exit route**, the one-way system should be **ignored**.

- Brief interactions are expected during an evacuation.

- Maintain social distancing when at the assembly points.

First Aid

- During the initial first few weeks of opening, First Aid will be provided by the **Site Assistants** due to very limited staff on site.

- First aiders training is being planned to support re-introduction of a limited range of classes.

- Further information will follow.

Catering and Kitchen Facilities

- Remember that there is no on-site catering option at present:
  - Consider going home for lunch (if you live close to College)
  - Take a packed lunch, flask of tea/coffee, water.
  - Teams will begin planning for the safe re-start of these services soon.
- Find a quiet area on site, but avoid groups, unless you can socially distance.
- No sharing of any personal items or cups, cutlery etc.
- **Kitchen areas** will be opened up shortly – kettles, microwaves and fridges – risk assessment are being developed.
- Remember: We are now operating a smoke free campus

Showers and Changing Rooms

- These are higher risk areas and are closed for the moment.
- Teams which rely on these services will need to be involved in the risk assessment process to support the safe re-opening of these areas.

Reporting Concerns

- A Duty Head will be on site at all times during normal daytime opening hours.

- Other senior staff will attend on site as and when required.

- Report any concerns to the reception staff.

College Safety Briefing

Student Version

Last Update: **24th August 2020**

Contents

- Health Check
- Travel to College
- Services on Site
- Recording when you are in College
- Face Coverings
- Hygiene
- Physical Distancing and getting around College
- Toilets
- Fire Evacuation
- Catering and Kitchen Facilities
- Smoke Free Campus
- Reporting Concerns

Staff Health Check

A risk assessment process is in place for those at higher risk due to Covid-19 – make sure you have contacted College if you are likely to be at higher risk.

Follow the Scottish Government Guidance and **do not attend College** if you have any symptoms:

- Any person who has symptoms of COVID-19 - that is a cough, a fever or a temperature of above 37.8°C or loss of taste or smell - should take immediate steps to book a test.

- If this applies to you, please go straight to nhsinform.scot to get a test or, if you can't go online, call NHS 24 on 0800 028 2816. Don't wait to see if you feel better before booking a test, and all people in your household should self-isolate.

- Read the latest information on COVID-19 from Health Protection Scotland.

- The Scottish Government has published Vitamin D advice for all age groups.

- Let the College know immediately

Travel to College

Attendance is currently restricted to timetabled activities on site or for those attending a pre-arranged appointment:

- If travelling to College by car, then avoid sharing the journey with someone outside of your household.

- Walk or cycle if at all possible.

- If using public transport, please follow the operators safety guidance and remember that face coverings are mandatory on public transport.

Services On Site

Remember, you will be studying remotely most of the time:

- Video Conferences will use Cisco Webex – All on-site VC suites are closed.
- Drop-in computer access is not currently available, but please let us know if you need help with ICT equipment at home.
- The Student Services area is closed, but all staff are working remotely and available to provide support.
- The Library service will offer a click and collect style service.
- Refectory services are suspended for the moment, but we are working on re-introducing them.
- The fitness suite, showers and changing rooms are also closed – these will also be re-introduced when it is safe to do so.
- Most support staff will continue to work remotely.

Recording When You Are in College

When attending site:

- Arrive at your scheduled time and go to your classroom.

- Your attendance will be recorded in CELCAT.

- Do not stay beyond your timetabled time in College.

- The 'test, trace, isolate, support' strategy, is a public health measure designed to break chains of transmission of Coronavirus (COVID-19) in the community.   We need to ensure we know when you are on site.

- If you develop symptoms whilst on site, then contact a member of staff immediately.

- Evening access to the campus will be limited.

Face Coverings

- To help protect others and reduce the risk of transmission of Covid-19, face coverings are **mandatory when travelling along corridors and in all public areas of the College** such as reception areas and toilets. This also applies to the Student Services Centre where the College library is situated.

- Exemptions apply to those who have a reasonable explanation for not wearing one (for example, if you have a health condition or a disability and a face covering would cause difficulty, pain or distress; you need to communicate with someone who relies on lip reading; you need to eat, drink or take medicine).   All staff and students should be aware of these exemptions and ensure they understand and respect this. Bullying and harassment on this issue will not be tolerated.

Face Coverings – other areas

- Face coverings are recommended whilst in class rooms, teaching areas, offices and staff workrooms.   However, note that there may be situations where they are required depending on the suitability of the area for those present in the area along with the type and level of activity taking place. This will be determined by the Risk Assessment for each specific area.

Hygiene

Good personal hygiene is essential whilst on site:

- **Hand sanitiser** is provided at every entrance and at other key locations in College.

- Use sanitiser on arrival *and* departure.

- Wash your hands regularly throughout the day, including before and after eating.

- Wash your hands when you arrive home.

- Cleaning staff are on site and will regularly clean common touch points and there is a revised protocol for cleaning toilets.

- Report any hygiene concerns to main reception.

Physical Distancing

- 2 metres is the current standard, with very brief corridor interactions permitted – but remember, corridors are not social spaces.
- The College is opening with reduced capacity (20% of designed student capacity and staff working from home where possible).
- Physical distancing across College corridors, offices and work areas.
- Reception screens are in place.
- Visitors are by appointment only for the moment.
- Maintain physical distancing in all areas.

Physical Distancing – One Way System

- The route map is posted in various locations.

- A one-way system is in place in **most** corridors and is marked on the floor by **single line** of yellow and black tape.

- Keep to one side, single file (i.e. the side with the blue floor sign which may be on the left of right, depending on the corridor)

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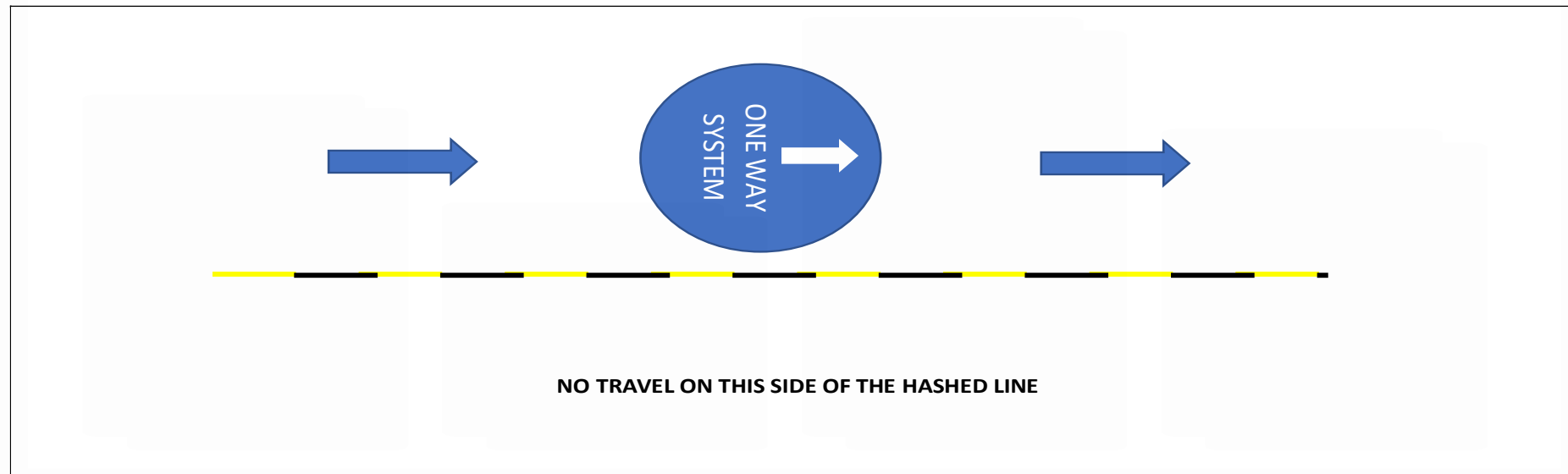
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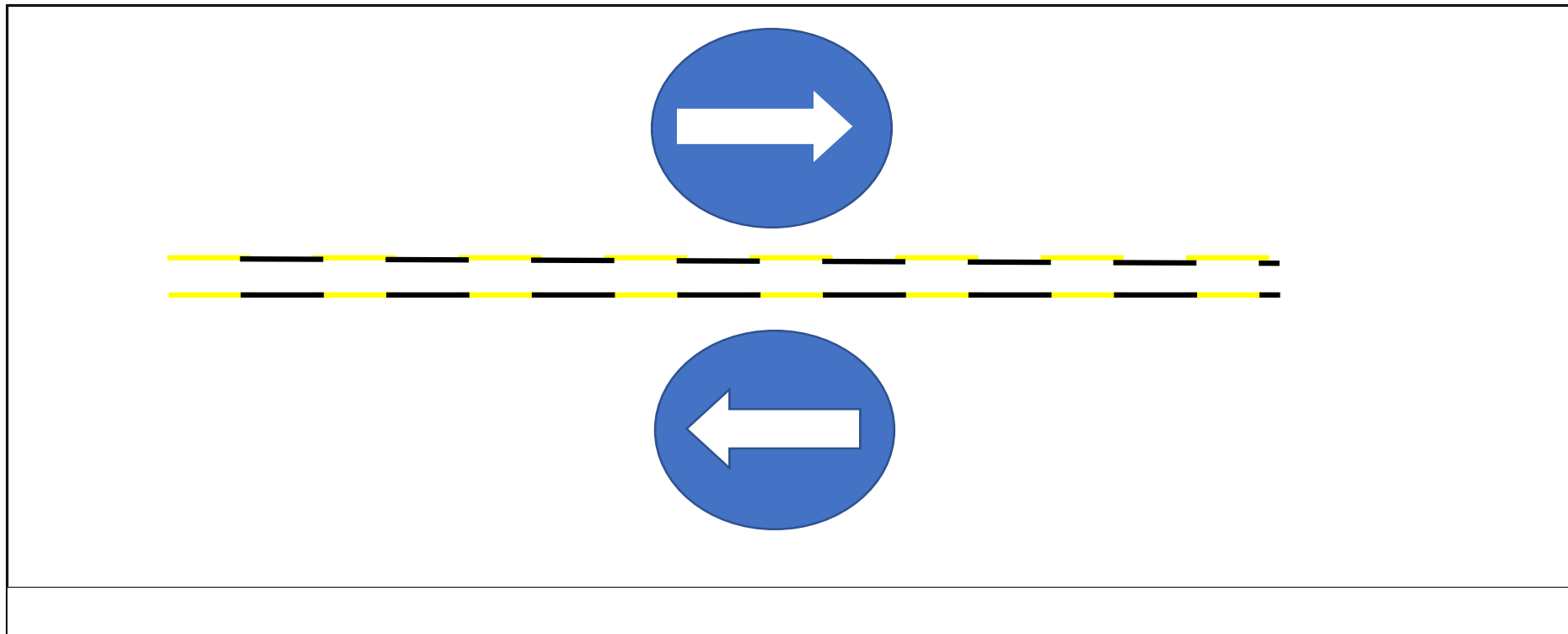
Technology Centre and Biblical Gardens

- One way systems are not practical across these areas.

- Signage is typically wall mounted due to extensive use of carpet flooring.

- Corridors need to be kept clear.

- 2 metre physical distancing must be maintained, but brief interactions of less than 2 metres are permitted.

Physical Distancing

When coming to College for your classes:

- **Reduce the time you are on site** – only attend for the timetabled class.
- Keep windows open to ensure good air flow.
- Air circulation systems which bring in fresh air are deemed low risk when windows are kept open.
- Air conditioning systems are also considered low risk.
- Fire doors **must** be kept closed, unless attached to the automatic fire door closing system.
- Fire exit doors can be used to exit as part of the one-way system.

Toilets – General Advice

√ Apply hand sanitiser before entry

√ Maintain social distancing

√ Wash hands for 20 seconds before exiting

√ Place paper towels in the bin

√ Report any issues to main reception

√ Wash hands when you arrive home

X Avoid touching surfaces where possible

X Avoid touching your face

X Some cubicles may be closed – do not use

X Do not enter when cleaning is taking place

Fire Evacuation

Some changes to be aware of:

- Remind yourself of the fire exits in you area and remember: **you must leave by the nearest safe fire exit route**, the one-way system should be **ignored**.

- Brief interactions of < 2 metres are expected during an evacuation.

- Maintain social distancing when at the assembly points.

- Take time when you are in College to remind yourself of the nearest emergency evacuation route.

Catering and Kitchen Facilities

- Remember that there is no on-site catering option at present:
  - Consider going home for lunch (if you live close to College)
  - Take a packed lunch, flask of tea/coffee, water.
  - We will open up our catering services when it is safe to do so.
- Find a quiet area on site e.g. Aye Pod Café area, but avoid groups, unless you can socially distance.
- No sharing of any personal items such as food, cups, cutlery etc.

Smoke Free Campus

- Smoking is not permitted on any part of the campus, including all areas of the College Estate and car parks.

- If you need to smoke, you must leave the site:
  - Make sure you follow physical distancing guidance.
  - Please keep safe, especially near the busy roads which border some of our campuses.
  - You must stay clear of other properties nearby.

Reporting Concerns

- Please report any concerns about College safety to a member of staff without delay.

Table of Contents

University of the Highlands and Islands
Moray College

Ground Floor AGBC + Speyside + Birnie Wings

- In the event of an emergency exit through the nearest fire exit
- AGBC Corridor >2M therefore 2-way traffic OK
- Note one way system is used to reduce face to face contact
- Restricted areas exist next to Principal's Office – staff need to inspect route from doorways before proceeding
- Routes to and from WC for 'comfort breaks' might involve exiting the building through a fire escape
- Fire escapes should not be used to enter the building or be kept open with jams (these will be removed)

First Floor AGBC + Speyside
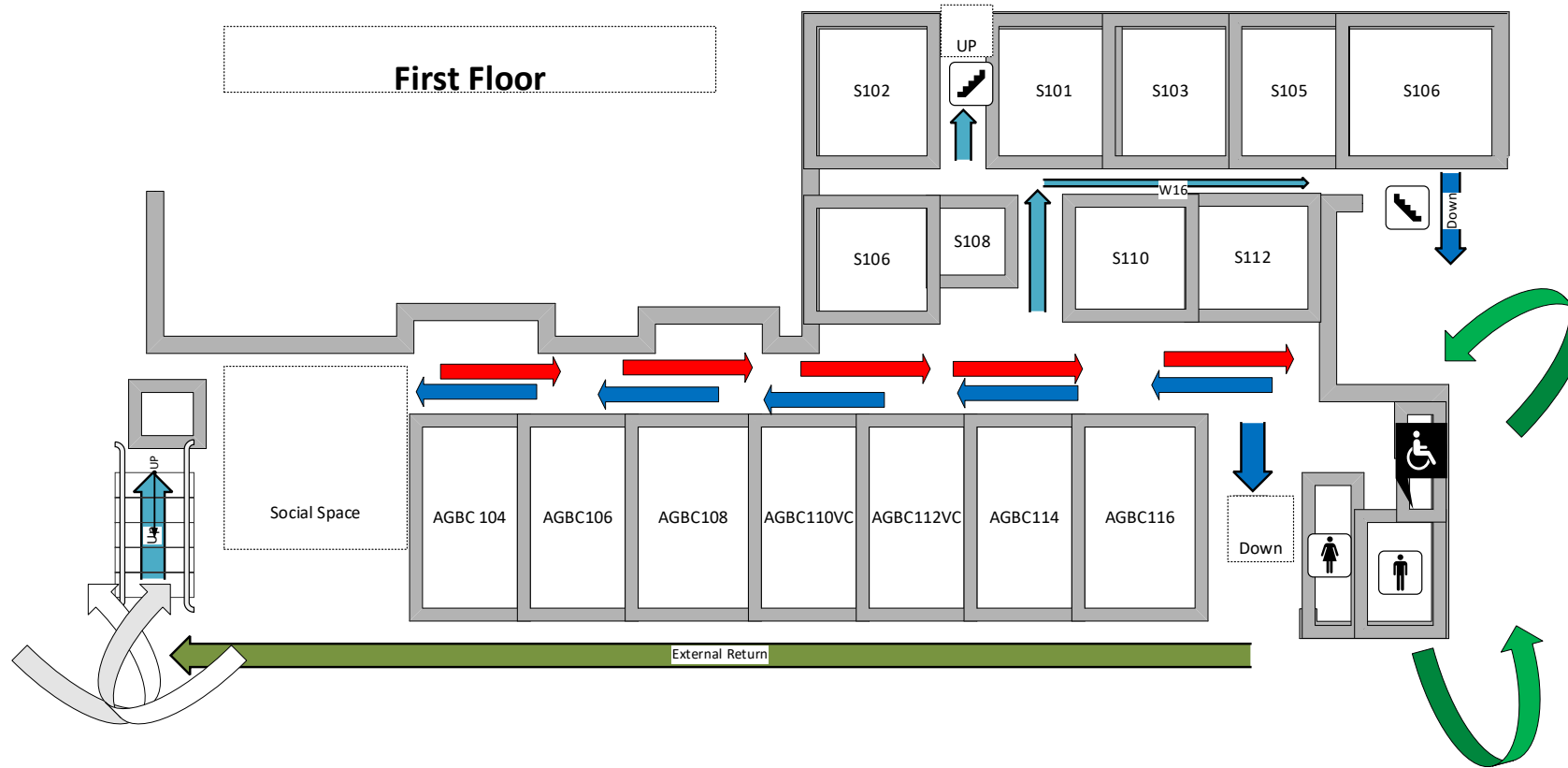
- In the event of an emergency escape through the nearest fire exit and gather at the assembly points
- Access 1st floor through central staircase next to AGBC Reception desk
- Note three 'down' stair cases
- Corridor shown as two way but is dependant upon user population practicing social distancing.
- In Speyside, pause in doorways to check corridor is clear before proceeding

Second Floor AGBC + Culbin Wings
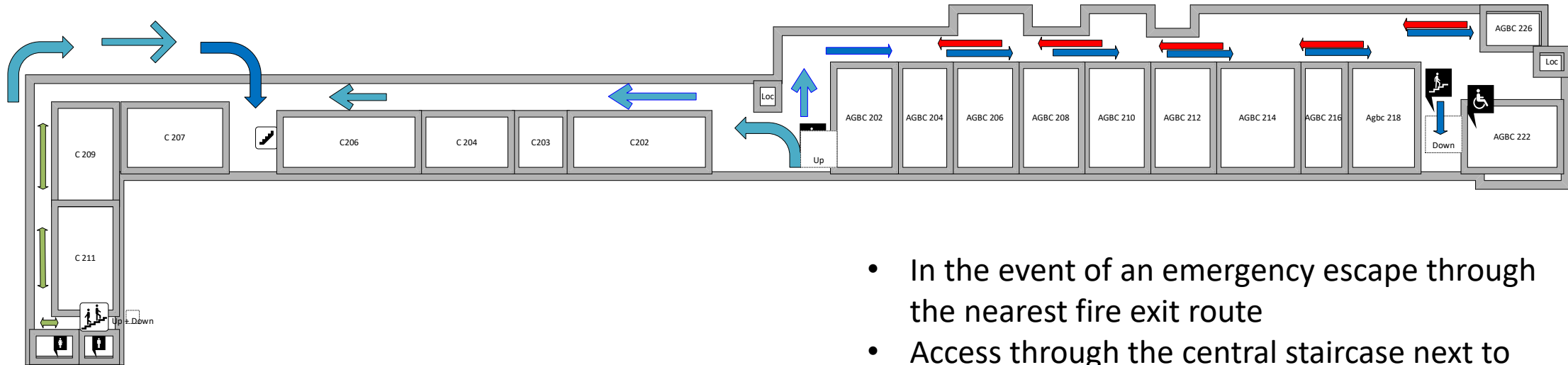
- In the event of an emergency escape through the nearest fire exit route
- Access through the central staircase next to AGBC reception
- Exit through the East and West staircases
- Two way traffic only tolerated where social distancing is practiced.
- Pause in doorways and allow corridor traffic to clear before proceeding
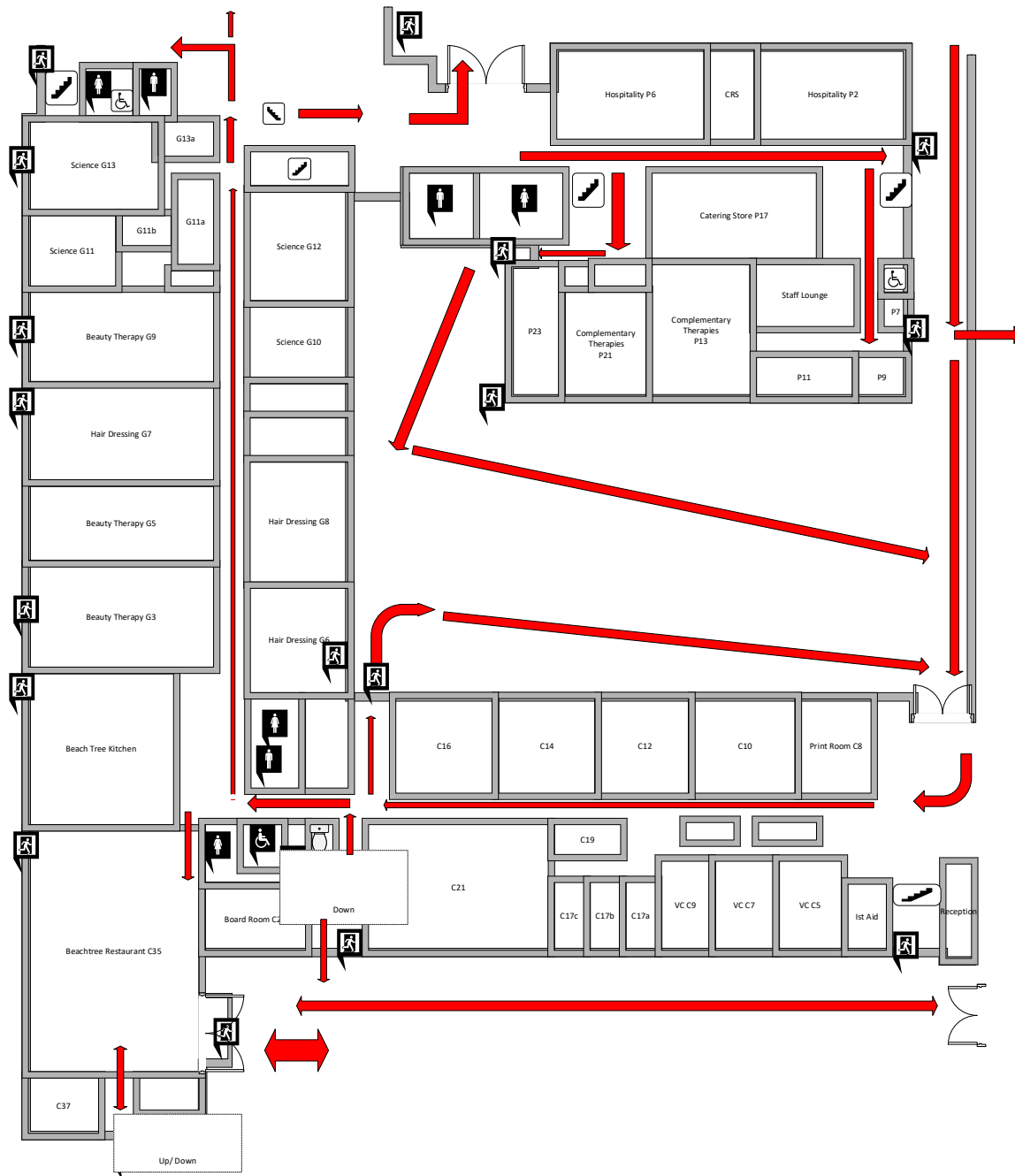
Ground Floor Culbin + Grange + Pluscarden

- In an emergency escape through the nearest fire exit
- Main corridor from central reception in the direction of the Beachtree Restaurant is strictly one way
- Progress to or return from WC's may involve exiting through a fire exit and returning through the Reception Entrance
- The North stairwell from the Beachtree restaurant is two way (as normally used by small numbers of staff)
- Persons may have to que outside of toilets if they are busy (marked crosses 2m apart)
- In Pluscarden the East stairwell is up and the West stairwell is down

First Floor Culbin
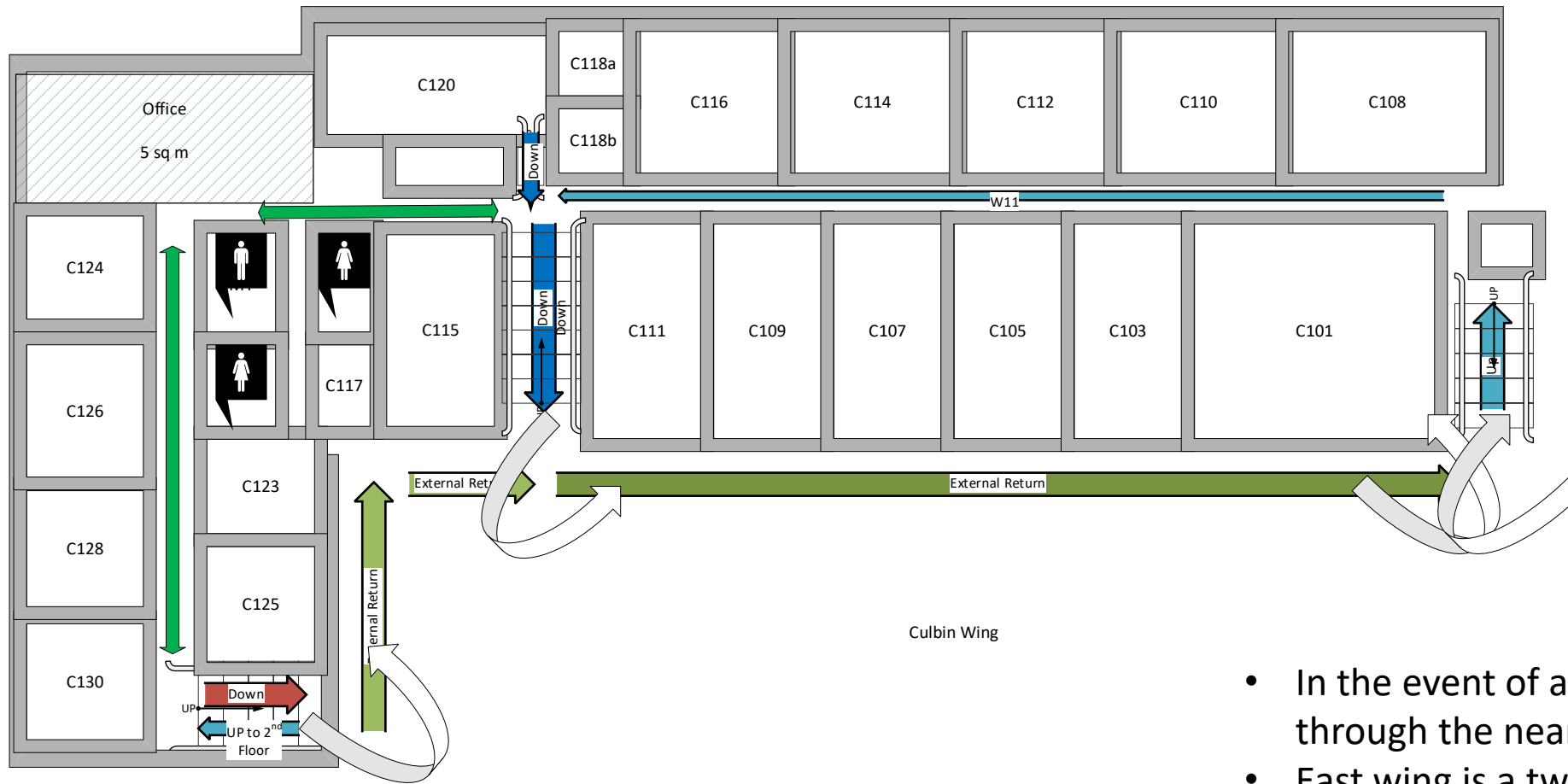
- In the event of an emergency escape through the nearest Fire Exit
- East wing is a two way corridor.
- Toilets accessible to all 1st floor persons
- Practice social distancing, pause in door and stair wells and proceed when the corridor is clear

Second Floor Culbin

C 207

C 209

C 211

Loc

C206

C 204

C203

C202

Up

Up + Down
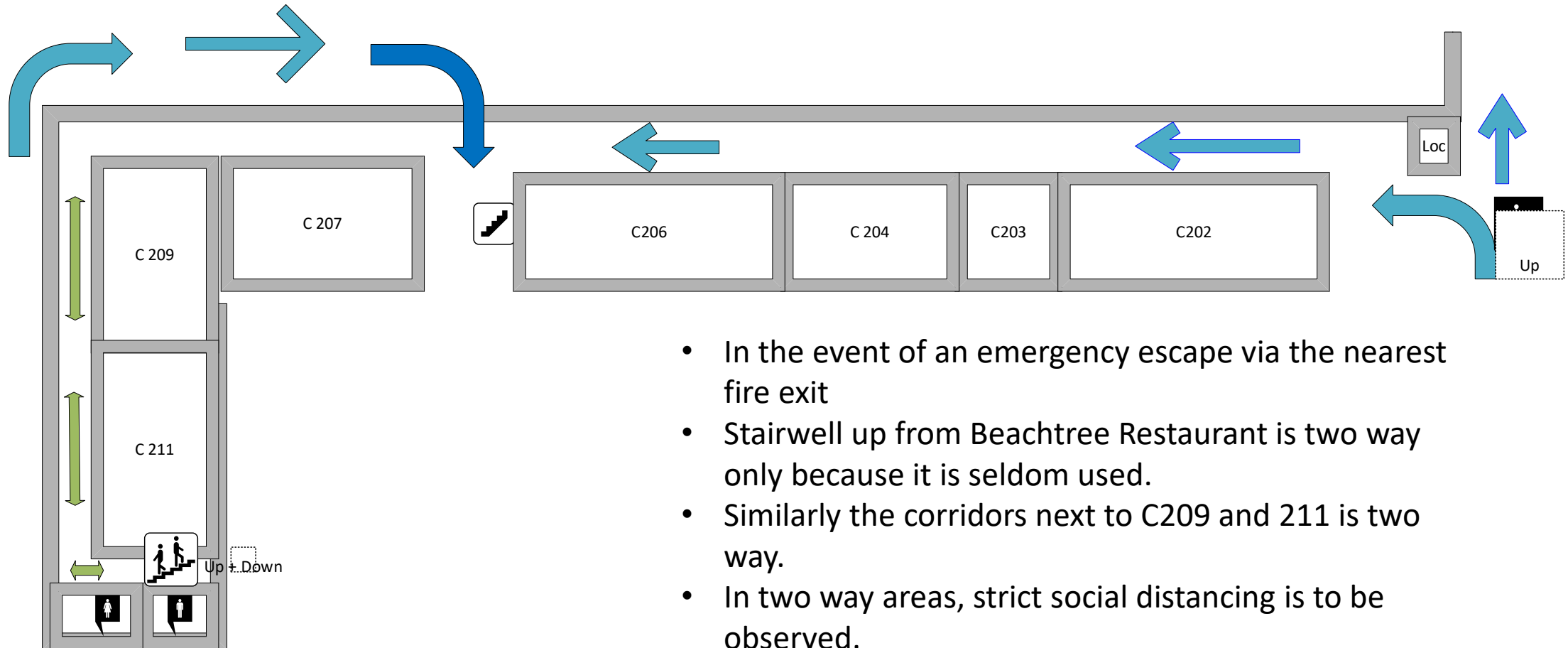
- In the event of an emergency escape via the nearest fire exit
- Stairwell up from Beachtree Restaurant is two way only because it is seldom used.
- Similarly the corridors next to C209 and 211 is two way.
- In two way areas, strict social distancing is to be observed.
- Persons in C206/4/3/2 should use the WD on the first floor

First Floor Pluscarden

The close proximity to Male & Female Toilets – Persons on First Floor Can Simply Use these rather than returning through the Main Reception Area

P108

P109

P104

P102a

P102

P105

P103

P101

UP

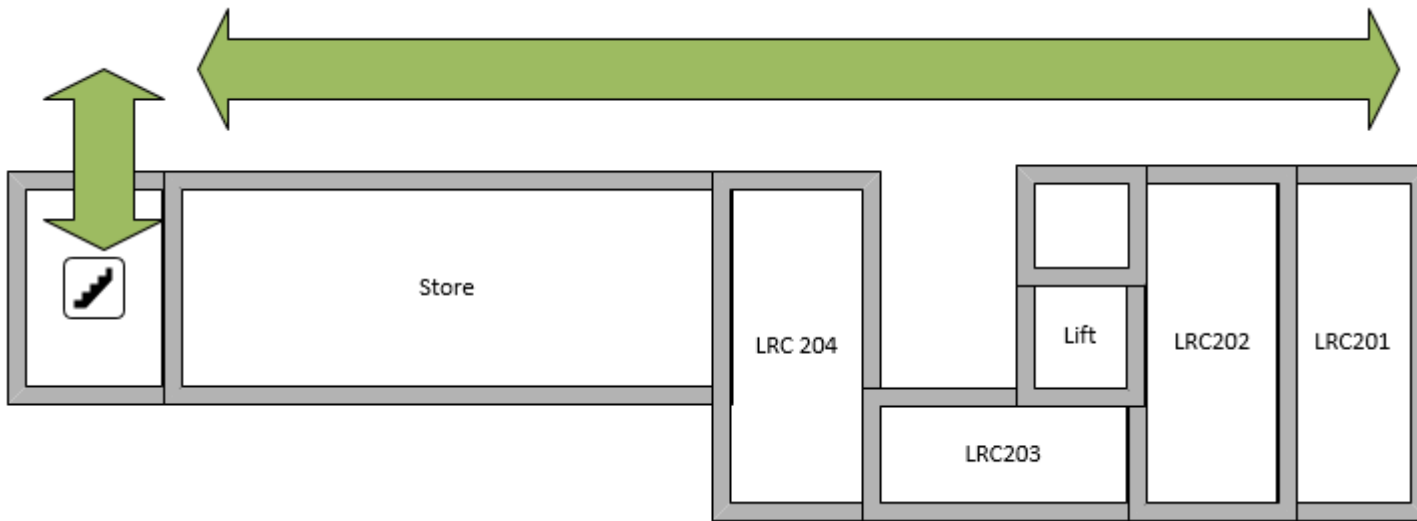Down

Down
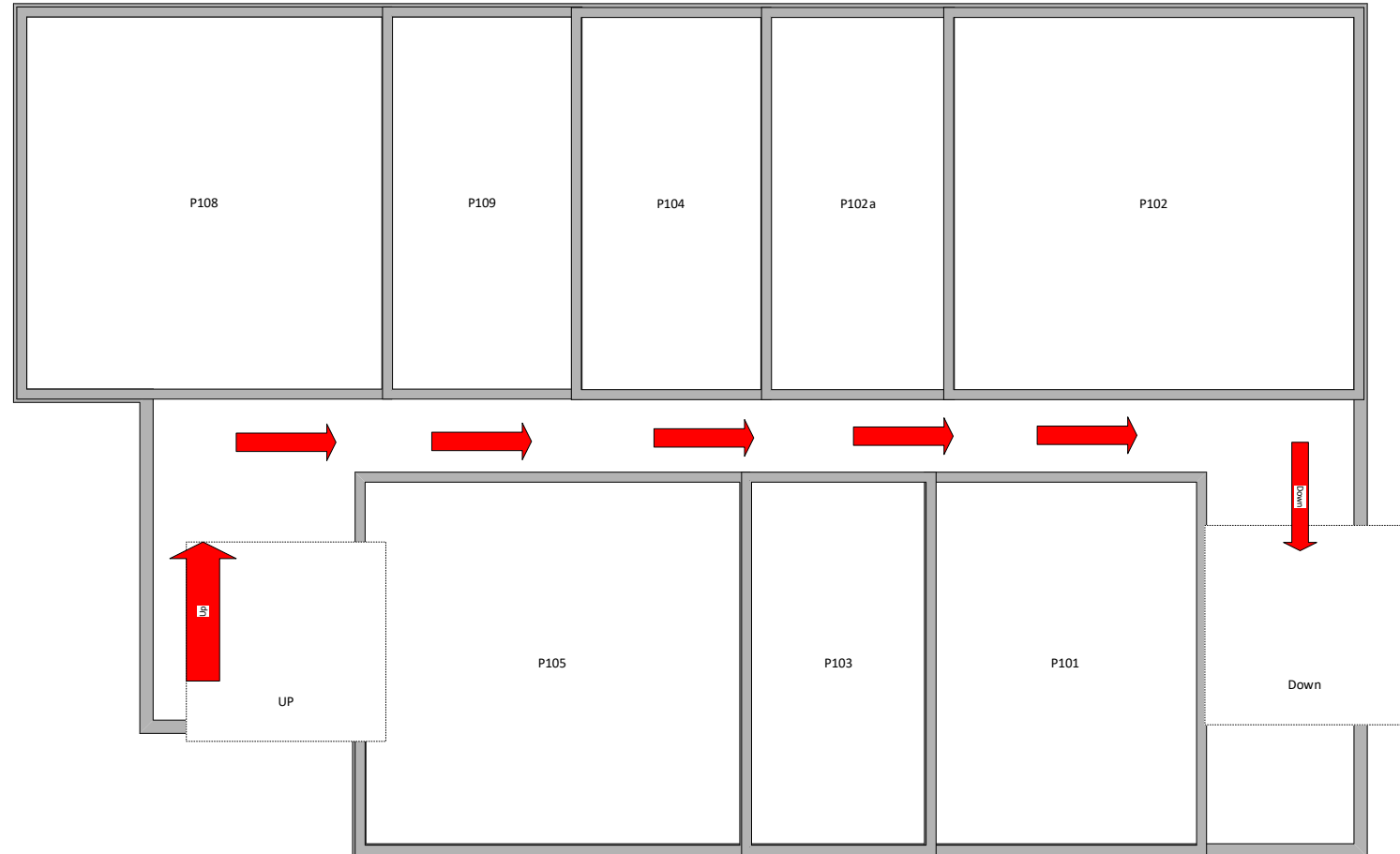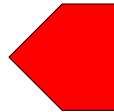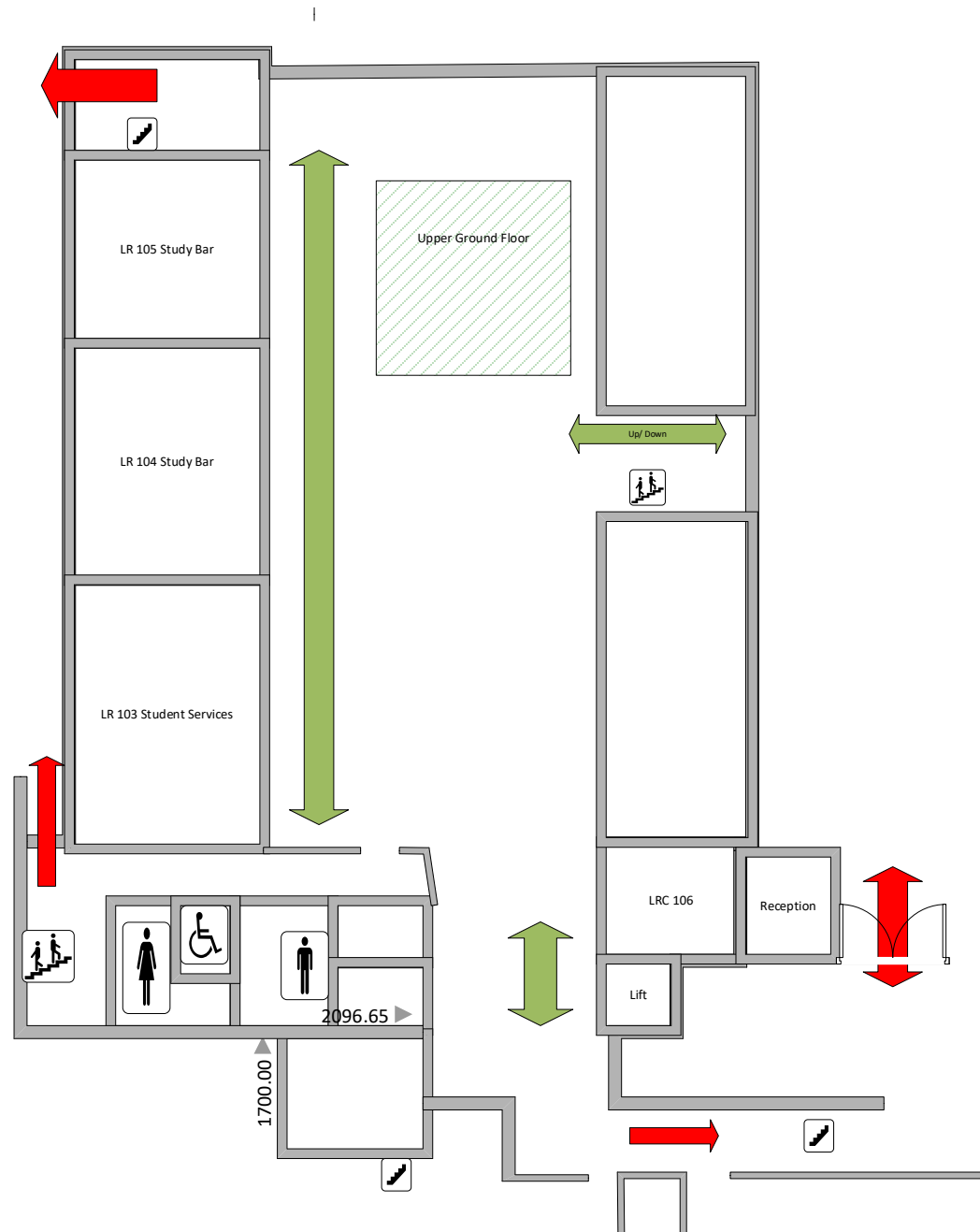
Upper Ground Floor Student Services

- In the event of an emergency, exit through the nearest Fire Door
- At the moment 2-way traffic is tolerated in the area so long as 2m social distancing is practiced

Lower Ground Floor Student Services

- In the event of an emergency, exit through the nearest Fire Door
- At the moment 2-way traffic is tolerated in the area so long as 2m social distancing is practiced

LRC 004

LRC 003

LRC 002

Lower Ground Floor

Up/ Down

IT Hub

Library Desk

Lift

Switch Room
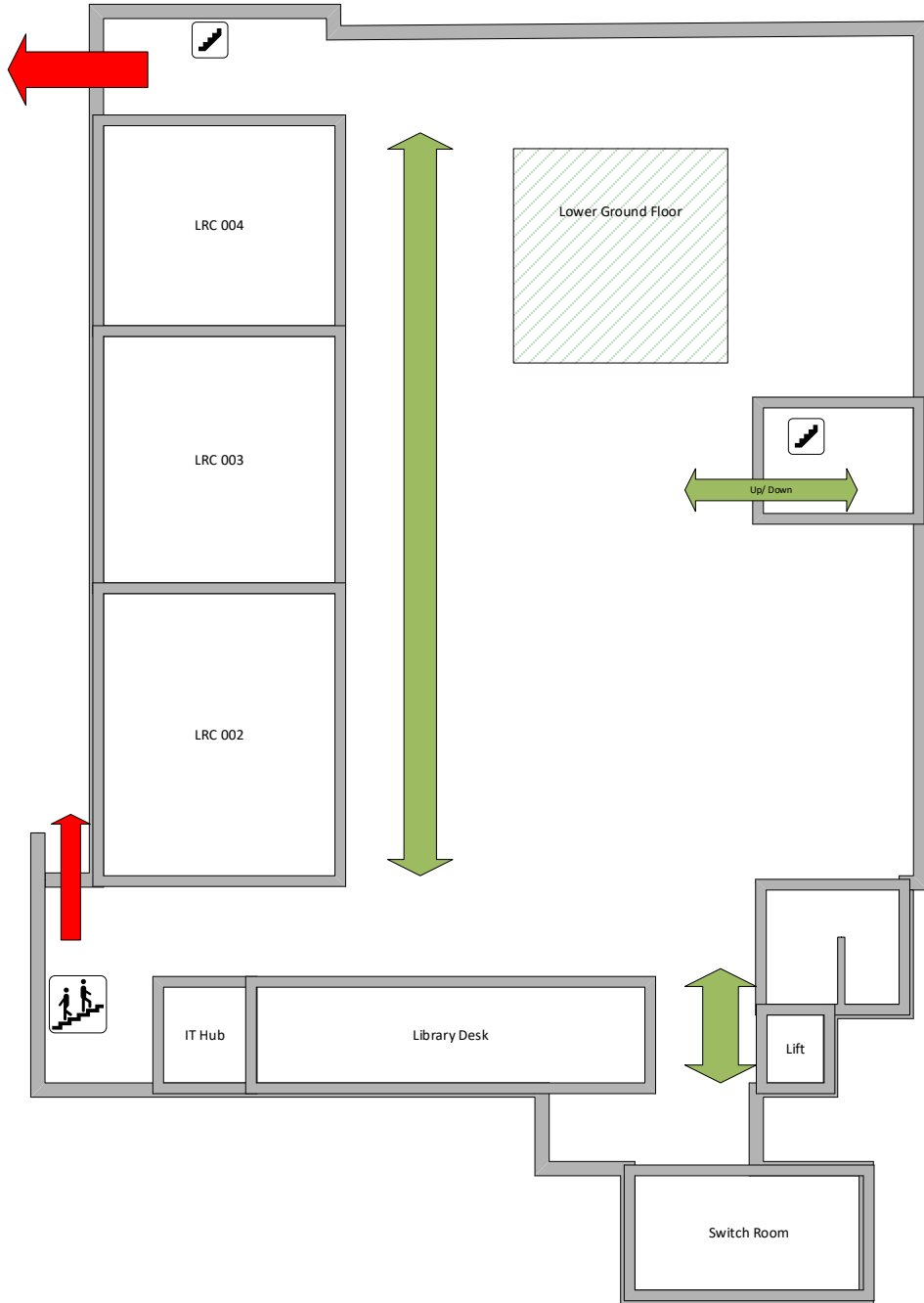
First Floor Student Services

- In the event of an emergency, exit through the nearest Fire Door
- At the moment 2-way traffic is tolerated in the area so long as 2m social distancing is practiced
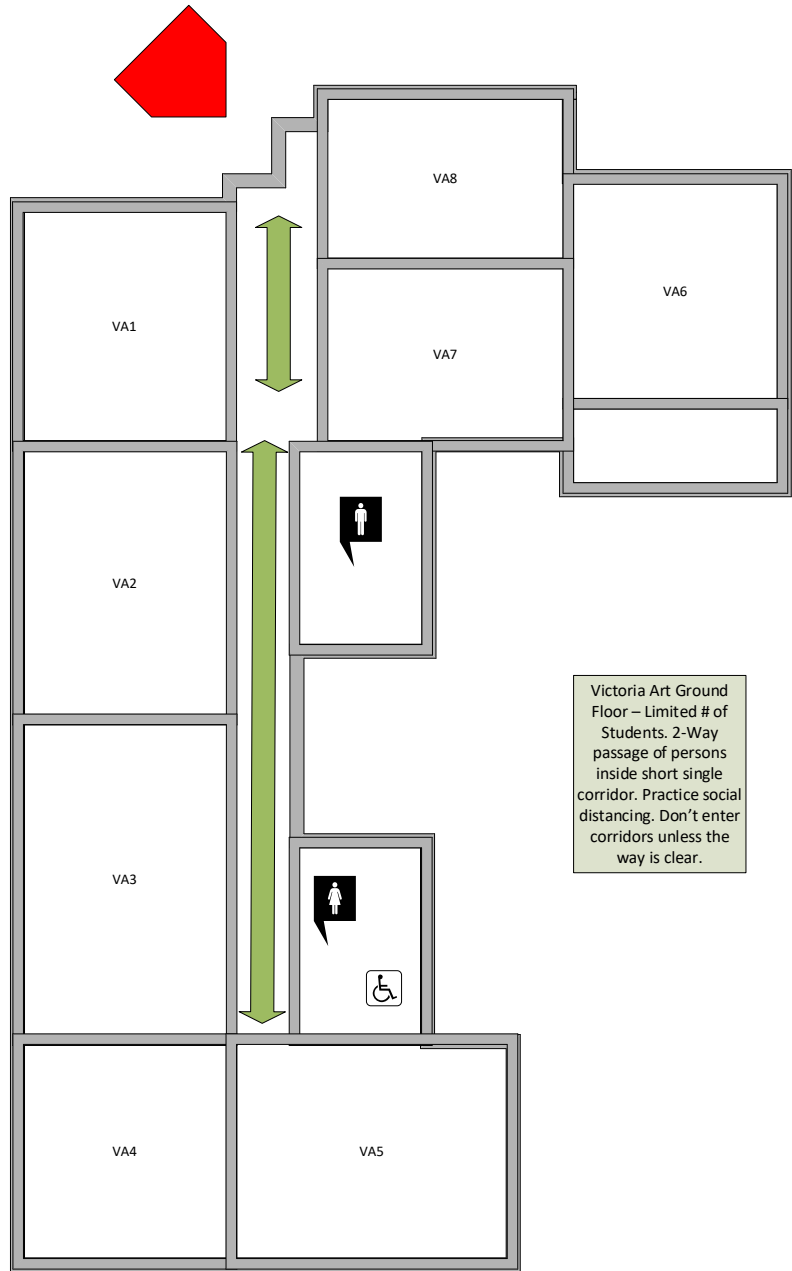
Academy Block

- In the event of an emergency escape through the nearest fire door
- A one way system is in place
- Practice social distancing
- Wait outside the WC's when busy, observing the 2M social distancing marks
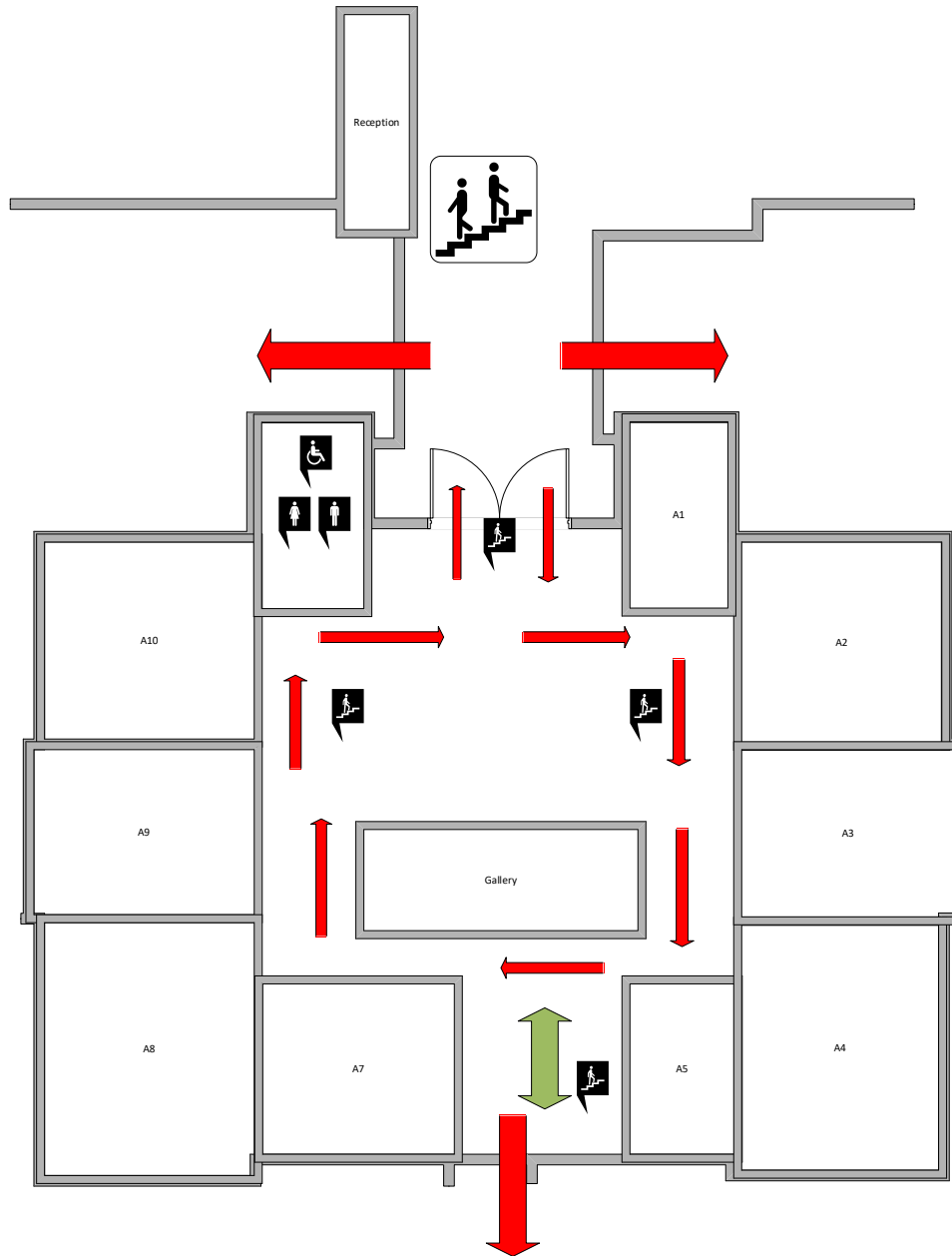
Victoria Art

- In the event of an emergency escape through the nearest fire exit
- Due to the design of the building and limited numbers of persons entering, all areas have two-way access.
- Practice social distancing
- Wait outside the WC's when are busy observing the 2M distancing signs placed on the floor
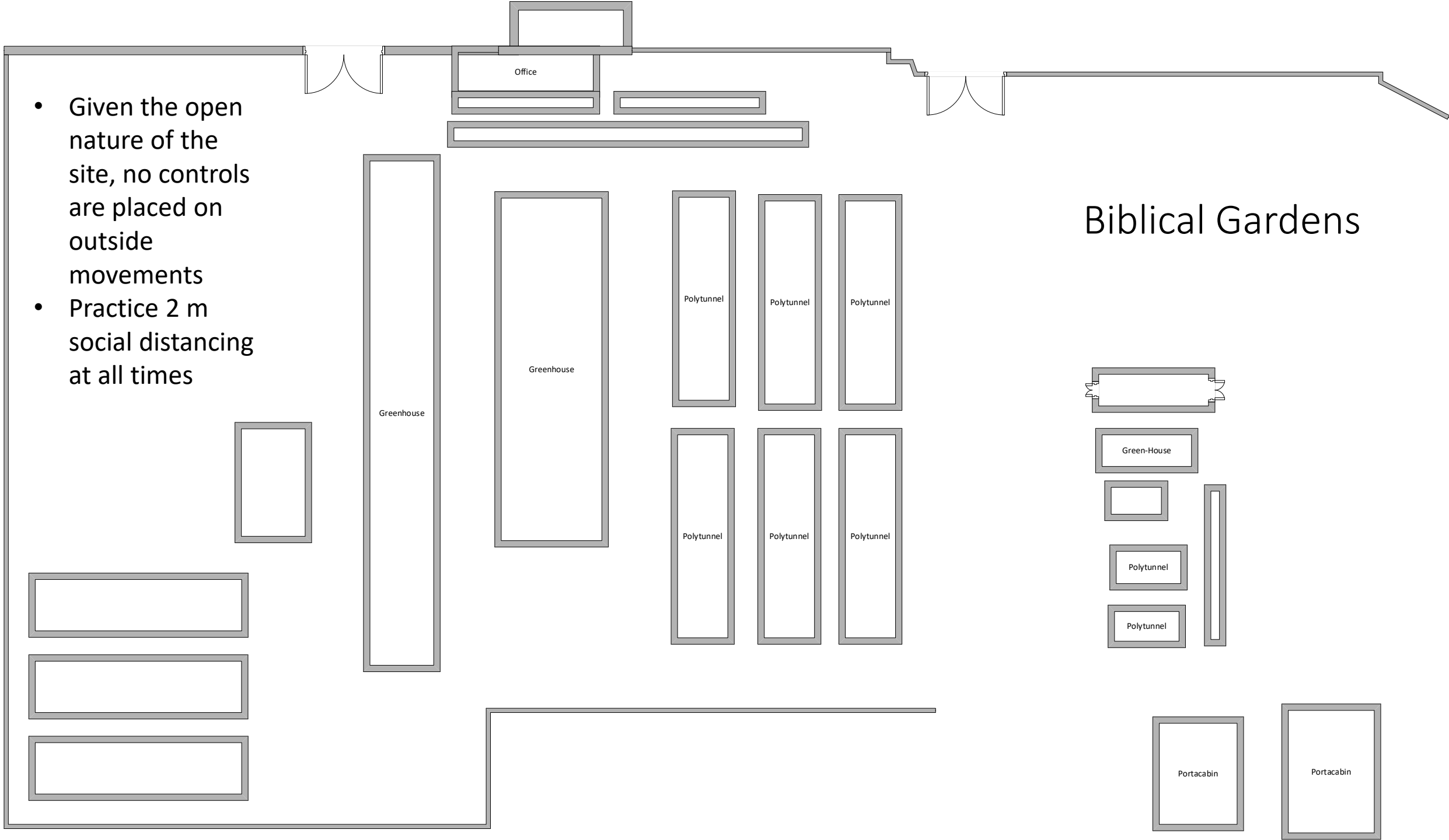
Ground Floor Linkwood
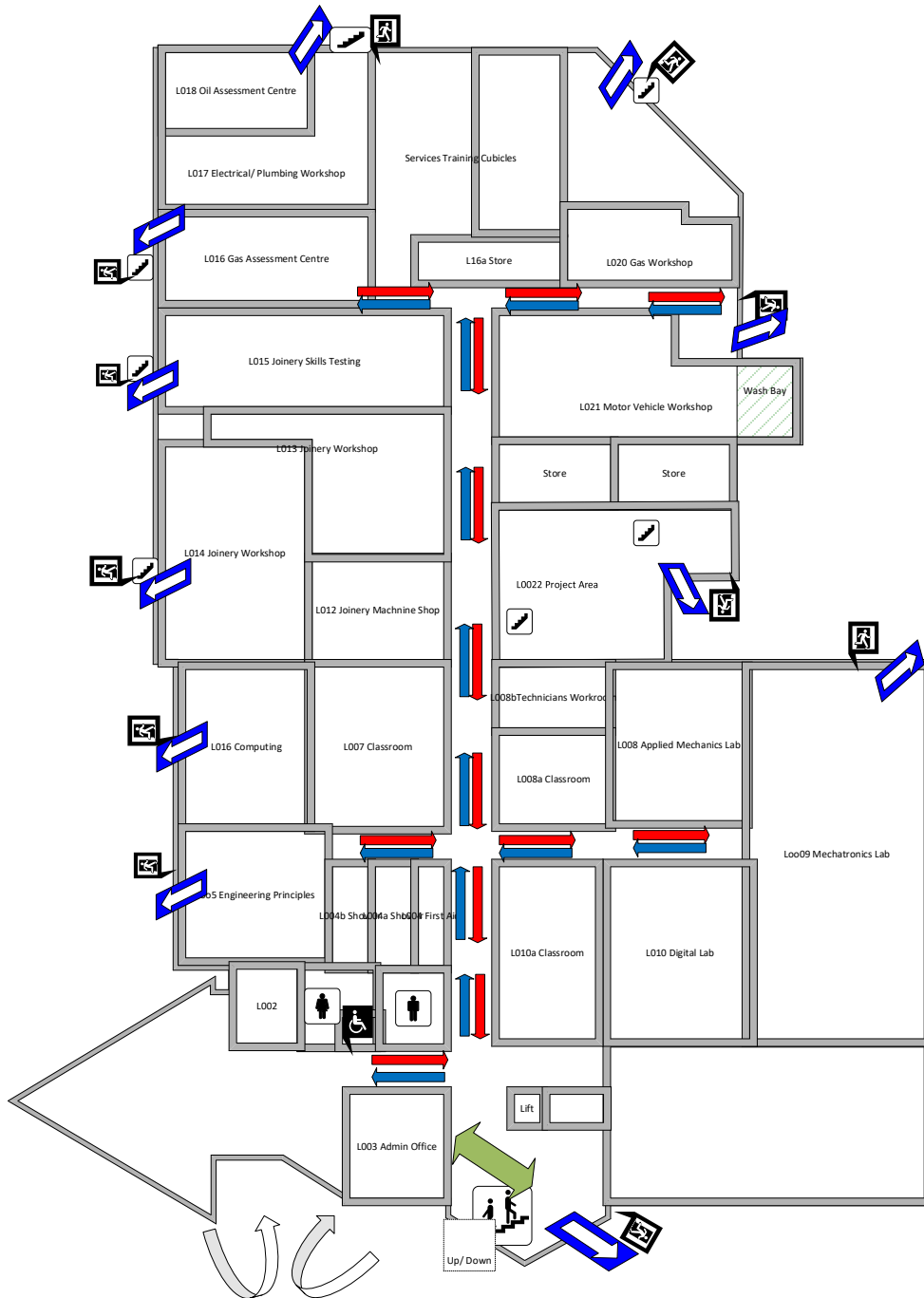
- In the event of an emergency, exit through the nearest Fire Exit
- All ground floor corridor routes are two-way passageways
- Social distancing and hand hygiene must be practiced
- Do not walk in pairs
- Keep to the left hand side of corridors
- Observe 2 meter social distancing
- Wait until the WC is free before entering. Observe 2 meter distancing as marked on the floor outside
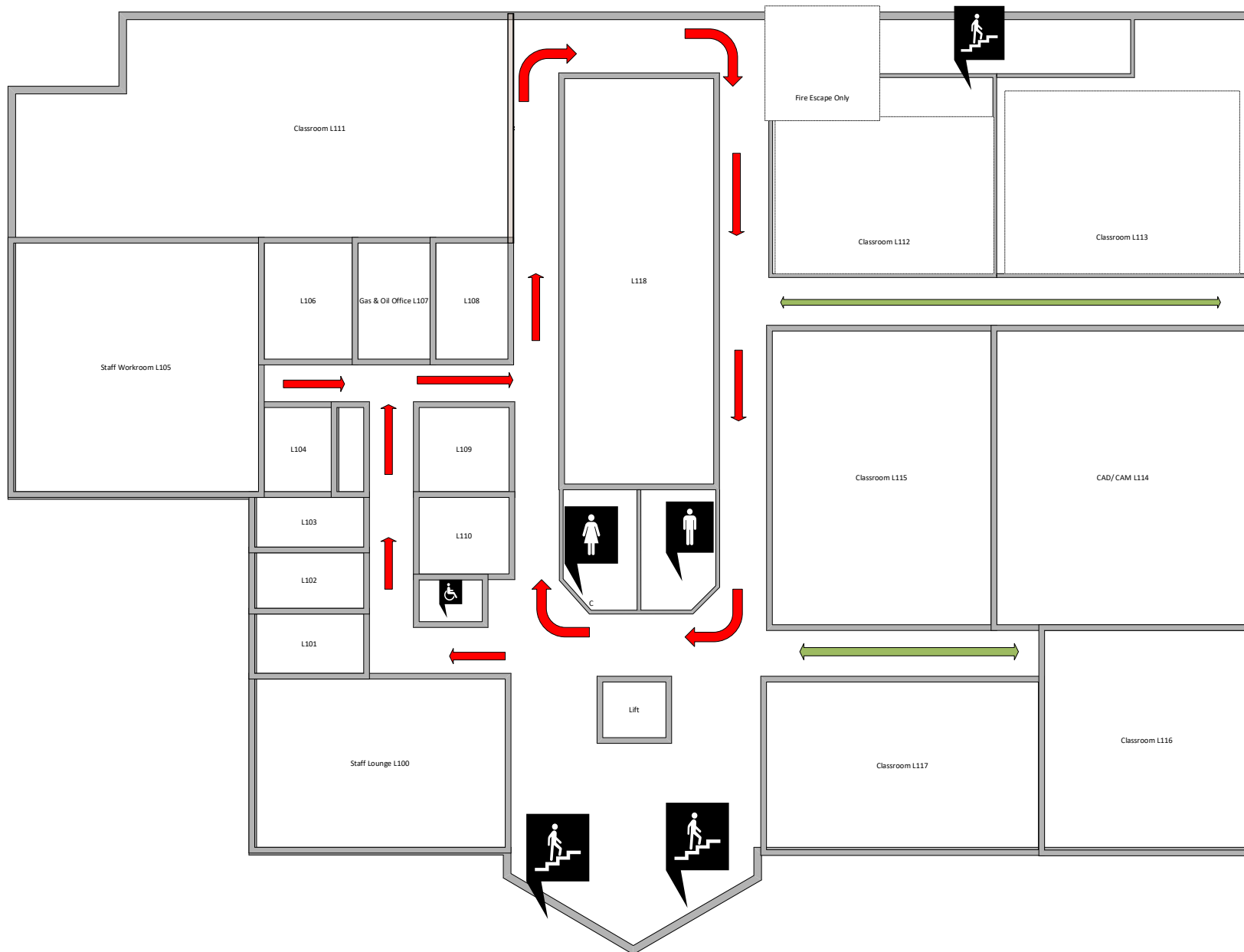
First Floor Linkwood

- In the event of an emergency, escape via the nearest fire route/ exit
- Observe the one-way signs as indicated
- Practice 2 Meter social distancing
- In the areas where two-way traffic is permitted, pause in doorways and proceed when the corridor is clear
- Enter WC's when they are free. Wait outside on the 2 meter floor marks

- Given the open nature of the site, no controls are placed on outside movements
- Practice 2 m social distancing at all times

Office

Biblical Gardens

Greenhouse

Greenhouse

Polytunnel

Polytunnel

Polytunnel

Polytunnel

Polytunnel

Polytunnel

Green-House

Polytunnel

Polytunnel

Portacabin

Portacabin

From: Derek Duncan
Sent: 24 August 2020 14:56
Subject: Updated guidance on face coverings in College
Importance: High

The assistance of line managers is required in ensuring that those staff who do not routinely access emails are made aware of the contents of this email.

Hello everyone,

Following consultation late last Friday, a change to our face covering guidance will be in operation effective from **Tuesday 25th August**. The key message is that face coverings are mandatory in corridors and other public areas of the college such as main reception and toilets. Note that there are important exemptions which are outlined in the full text below:

Face Coverings

To help protect others and reduce the risk of transmission of Covid-19, face coverings are mandatory when travelling along corridors and in all public areas of the College such as reception areas and toilets. This also applies to the Student Services Centre where the College library is situated.

Exemptions apply to those who have a reasonable explanation for not wearing one (for example, if you have a health condition or a disability and a face covering would cause difficulty, pain or distress; you need to communicate with someone who relies on lip reading; you need to eat, drink or take medicine).   All staff and students should be aware of these exemptions and ensure they understand and respect this. Bullying and harassment on this issue will not be tolerated.

Face Coverings in Class rooms, teaching areas, offices and workrooms

Face coverings are recommended whilst in class rooms, teaching areas, offices and staff workrooms.   However, note that there may be situations where they must be worn depending on the suitability of the area for those present in the area along with the type and level of activity taking place. This will be determined by the Risk Assessment for each specific area.

College briefings and student comms will be updated to reflect this change.

Derek F. Duncan
Director of Information, Planning and Student Support
Moray College UHI
Moray Street, Elgin, Moray, IV30 1JJ

Tel: 01343 576433
http://www.moray.uhi.ac.uk

Board of Management of Moray College UHI is a registered Scottish charity, No. SC021205

Title of Paper:	**Student Recruitment - Application Analysis on 26/08/2020**
To Committee:	Board of Management
Version number and date:	27 August 2020
Brief summary of the paper:	The paper provides an update on FT applications compared to the same time last year and against targets set in March.
Recommendations:	N/A
Action requested/decision required:	For Noting

Status: *(please tick ✔)*	**Reserved:**		**Non-reserved:**	✔

Date paper prepared:	27 August 2020
Date of committee meeting:	1 September 2020
Author:	Chris Newlands
Link with strategy: Please highlight how the paper links to, or assists with: Strategic Plan including • Curriculum • Learning and Teaching • Organisational culture • Partnership • Sustainability	This paper links to the college strategic objectives relating to 'Curriculum' and 'Sustainability'.
Equality and diversity implications:	Need to ensure impact on disadvantaged and underrepresented groups is thoroughly assessed and opportunities to advance equality are pursued.
Resource implications: *(If yes, please provide detail)*	None
Risk implications: *(If yes, please provide detail)*	Relevant Risks are: • Moray/1 Ineffective Curriculum Planning

Student Recruitment

Application Analysis on 26/08/2020

FE FT
- Total Applications to Date   1117
- Total Active Applications* to Date   816

HE FT
- Total Applications to Date   1329
- Total Active Applications* to Date   840

*Active Applications removes applications for multiple courses, withdrawals, rejects and alternative offers so is therefore the more accurate indicator to monitor.

<u>Summary update on FT applications compared to same time last year</u>

	Applications	Active Applications	Unconditional Accept	Withdrawals	Rejects
FE	-84	-9	63	-66	-9
HE	-147	-46	34	-91	-20

Although active applications are still lower compared to the same time last year, this is actually a considerable improvement from the situation at the beginning of June:

     3 June   FE FT Active applications   - 73
     10 June   HE FT Active Applications   - 139

Additionally, significantly less withdrawals and rejects has resulted in an increase in unconditional accepts, which suggests we should see a better conversion rate to enrolment when compared to last year.

This improved position can be attributed to:

a) A coordinated UHI marketing and promotion campaign incorporating local context and support from our own marketing team and curriculum staff. Moray staff adapted well to remote working and embraced new approaches to promote the college which involved teams working closely together. For example, curriculum staff created short videoclips to showcase course activities which marketing staff edited to create entertaining but informative course video clips. College information video clips were also created in the same way. This resource was created for a Virtual Open Day event but has also been used for promotion on social media and added as a section on the website called 'Meet Our Staff and Students'. This has broadened the information available and the informal style has reinforced our friendly approach to supporting students.

b) The improvement in results for our own college courses and for SQA National 5 and Highers has increased the number of applicants who now have the qualifications to progress to study at the next level.

c) 24 New HE degree applications through UCAS Clearing (from 1July)

d) A decline in local job opportunities, so people are looking to enhance their qualifications to upskill or perhaps reskill.

e) Fewer applications still 'awaiting a decision' (either just applied or awaiting an interview). Curriculum staff continued to actively engage with Admin staff over the holiday period to ensure a quick response to applicant queries and application decisions were dealt with promptly.

f) A very active 'Keeping Warm' effort involving staff from marketing, student services, administration and curriculum areas. In addition, UNITED staff designed a 10 Step Pre-Induction programme which other areas regarded as good practice and adopted. The programme supports the applicant to get to know college, UHI, staff and peers through the process of familiarisation with digital technology to create a course community. Another initiative was piloted for all Year 1 HE applicants and involved a virtual Pre-Induction Q&A session. This provided applicants with information about how their course will use blended and online learning with the purpose of reducing anxieties about this type of delivery model.

Although the applications report suggests an improving picture, the actual position will only become clear around the middle of September once applicants have all enrolled. However, as of 26 August, 77% of FE FT active applications and 88% of HE FT active applications have already enrolled online ahead of Induction starting. This is a considerable improvement on previous years and across the region is higher than any other academic partner by 10% in FE and 20% in HE. This suggests interventions put in place to support applicants to convert to enrolment are proving effective.

While there is a confidence our FE numbers compare favourably with last year, our ability to hit our credit target could be negatively impacted by the very recent SFC Guidance to reduce all FE FT programmes from 18 credits to 16 credits. One of the aims of this guidance is to release resource to be used to complete students who were deferred from last year. However, at Moray, the considerable efforts of our staff ensured 94% of students were resulted and only a few programmes had students with outstanding results (most of these were routine extensions not related to COVID-19). Consequently, the very late SFC guidance to reduce FT programmes to 16 credits now makes it a challenge for us to achieve our credit target. The other aim of this guidance is to release resource to plan and provide short part time programmes which will meet the expected demand for training to support economic recovery. It is difficult to anticipate exactly what the demand may look like and so this also increases our risk of not achieving our credit target. Although we have assurances our FE funding is secure for this session, we must be mindful that any under achievement could potentially impact our credit allocation for the next session. Likewise, although the HE position has certainly improved over the past weeks, our HE FTE target of 888 will still be a challenge to achieve.

Consequently, curriculum teams now have the complex task of planning how additional resource can be best used to provide short PT programmes that underpin economic recovery. while contributing to college achieving its credit target for no additional income, ensuring we achieve or exceed our HE FTE target or generate new income. Such programmes will be designed to use very different, more flexible delivery models to make them attractive to those looking to upskill or reskill over a short period of time.

FT Application Analysis Against Target

FE FT Target	804	
764 UC Accept	34 Active Applications awaiting a decision	18 Waiting List

HE FT Target	807	
770 UC Accept	16 Active Applications awaiting a decision	13 Waiting List
37 still to meet conditions of offer		

FT Application Analysis by Subject Area

	FE compared to target	HE compared to target
Art	10% below	21% below
Business	• 39% above for Administration. • Business and Finance course cancelled due to low interest.	On target
Future Focus	20% below, but working closely with schools to improve the position	No courses
Hospitality	20% above	No courses
Acting	58% below (target 12)	33% below (target 15)
Skills for Life	On target	No courses
Beauty	On target	No courses
Hairdressing	40% above	No courses
Complementary Therapy	No courses	22% above
Creative Writing and Literature		39% below (target 19)
Sport	28% above	On target
Childcare	20% above with waiting list	10% above with waiting list
Counselling	No courses	76% above (includes PT as this is so significant to the structure of the course)
Health and Social Care	16% above with waiting list	11% above but Optometry cancelled due to low interest
Social Sciences	22% above with waiting list	22% below, predominantly in year 1 courses.
Computing and Digital Media	28% below	15% above, predominantly in continuing students. New students on target
Construction	33% above	No courses
Horticulture	On target	25% above (target 12)
Engineering	15% above	56% above (target 16)
Science	18% below	On target

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Science	18% below	On target

University of the Highlands and Islands

Regional Strategy Committee (RSC)
05 May 2020, 11:00 to 14:30
Webex Teams 143378345@uhi.webex.com

Present

Garry Coutts (Chair), Beverly Clubley (Vice Chair), Michael Foxley (Vice Chair), Willie Printie, Crichton Lang (Interim Principal and Vice Chancellor), Alan Simpson (HISA President), David Sandison (Chair), Brian Crichton (Chair Perth College UHI), Fiona McLean, Andrew Campbell (Chair Argyll College UHI), Sarah Burton (Chair Inverness College UHI), Bruce Robertson, Blair Sandison, Diana Murray (Chair), Fiona Larg (Chief Operating Officer & Secretary), Gary Campbell, John Kemp, Lydia Rohmer, Neil Simco, Niall McArthur (Director of Corporate Resources), Roger Sendall (Director of Corporate Governance)

Meeting minutes

1. Welcome

The Chair opened the meeting and noted that a quorum was present.

The Chair extended the committees gratitude to partnership staff for the significant amount of additional work that they were currently progressing to ensure that learners and staff were well supported during the current coronavirus pandemic.

📄 Agenda .pdf

1.1. *Apologies

Apologies were received from Diane Rawlinson.

1.2. *Declaration of Interest

None.

1.3. *Notification of Other Business

None.

1.4. *Starring

The Chair explained the starring system that would be used for future meetings. It was noted that all agenda items were starred for this meeting.

2. Governance

2.1. *Matters Arising - following FERB final meeting

Garry Coutts

The committee considered a paper providing a summary of actions and matters arising from the Further Education Regional Board. It was noted that the Regional Strategy Committee would monitor completion of outstanding items resulting from FERB meetings.

The following points were noted:

- RSC agreed to continue the good practice established by FERB by holding regular briefing sessions for non-executive members on relevant topics to inform decision making. It was noted that the Chair and Vice Chairs would discuss and identify an appropriate plan and schedule of topics. Topics to include strategic investment projects/growth deals, Brexit challenges and collective mitigation of key risks.
- Draft minutes of the final FERB meeting had been submitted to Court on 18th March. It was noted that the minutes would also be circulated to members of FERB for comments to ensure that the members were satisfied that the minute accurately reflected discussion at the final meeting and any decisions.

📄 RSC-001 Matters Arising from FERB-1 (1).pdf

2.2. Review of Delegated Decisions

None.

2.3. *Induction

The chair thanked members for attending the induction session on 28th April 2020. Members noted the induction pack provided by the university's governance team including links to relevant key documents, guidance and legislation.

📄 Induction pack April 2020.pdf

2.4. *Remit & Membership

The committee noted the terms of reference and membership of the committee as approved by Court on 18th March 2020. The committee ratified the appointment of the two Vice Chairs identified within the document.

📄 RSC-004 Regional Strategy Committee Terms of Reference.pdf

2.5. *Commitment to Respectful dialogue

The committee formally recorded its support and commitment to pursuing meetings in accordance with the defined respectful dialogue principles.

📄 RSC-005 Support for Respectful Dialogue Commitment.pdf

3. Covid19 Adapting the Business

The committee discussed a paper prepared by the Principal and Vice Chancellor in relation to identifying strategic priorities and adapting the university partnership's activities in order to meet financial and other imminent challenges affecting the further and higher education sectors. The committee noted that the current coronavirus pandemic was unprecedented and had significantly increased key risks. The committee agreed there was now an urgent need to implement changes and to increase the pace of operational integration activities.

The following key points were noted:

- There was clear message from Scottish Government that future funding for higher and further education provision would be severely limited and that the government would not be willing to fund inefficient colleges or universities. Significant reduction and rationalisation of the education sector was highly likely.
- It was extremely important for the university to position itself confidently as an anchor institution within the region with the capacity to add value to the community and to assist economic recovery through providing access to appropriate vocational training, education, research and knowledge exchange.
- The committee agreed that pro-active measures needed to be implemented rapidly in order to increase efficiency across the partnership and it was agreed that all AP Chairs would work to encourage and require their college principals to engage proactively with partnership initiatives and to deliver agreed actions.
- Chair to write to all AP Chairs (copied to Court and Partnership Council) to set out the new committees expectations that all partners will actively participate and cooperate to deliver agreed strategies.
- There was a need to develop an action plan/summary document to provide non-executives with clear sight of performance and progress against identified priorities and key milestones.
- There was a clear need for the University to focus on developing clear and confident positive messages in relation to what the partnership could offer prospective learners.

📄 RSC-006 Covid 19 Adapting the Business.pdf
📄 RSC-006 Supplementary notes from VPs.pdf

3.1. LUNCH BREAK at 12:30

Committee members held a private closed session immediately prior to the identified lunch break. Members who are "in attendance" rejoined the meeting at 13:10.

Closed Session: Because of potential HR sensitivities RSC members discussed with the Interim Vice Chancellor, in closed session, the lack of progress with the Common Finance Service work which FERB had requested be taken forward under his name by the Director of Corporate Resources and Academic Partner Finance Directors. The iVC apologised for this lack of progress and for the quality of the paper being presented later in the meeting outlining the work that was now proposed. The iVC further assured the RSC members that he was engaging fully with the Director of Corporate Resources and would make the necessary changes and supports to leadership for this project to ensure that it now progressed to a deliverable proposal by July 2021. On that basis he asked, with the support of the Chair, that the substantive paper could be discussed in open committee as a positive step towards that goal.

4. Regional Strategy and Planning

4.1. *Common Finance Service

Crichton Lang

The committee discussed a paper prepared by the university's Director of Corporate Resources providing a proposal to develop an aligned common finance service.

The committee agreed to support the development identified within the paper and encouraged management to direct appropriate resource to ensure that capacity was made available to establish the new service as quickly as was reasonably possible.

The following points were noted during the discussion of this item:

- There was an identified need to better articulate the benefits of progressing with service alignment and operational integration. This would assist with motivating staff to actively progress agreed initiatives.
- Members noted that the paper provided limited sight of the implications and challenges associated with systems convergence. Further detail would be required in due course.
- Noted that non-executives from across the partnership all wanted progress with development of a common finance service and that many were becoming frustrated by the slow pace of change. It was agreed that there was a need to provide management with clear direction and instruction in relation to what was expected.

📄 RSC-007 Updated paper for RSC PC - 5 May 2020 v3.pdf

4.2. *Partnership and Service Level Agreements

Fiona Larg

The committee discussed the draft new Partnership and Service Level Agreement as presented by the Chief Operating Officer and University Secretary. The following points were noted:

- The new agreement had been developed in consultation with Principals through Partnership Council to replace the three current academic partnership agreements which were currently in place but which were now significantly out of date, having been developed over 20 years ago before the University had achieved title and prior to establishment of new obligations and responsibilities arising from the Post 16 (Scotland) Education Act.
- The University Court and the University Audit committee had identified some major risks resulting from current agreements not being up to date and had requested swift action to remedy this situation.
- Following due consideration the committee offered support for the progression of the new agreements and encouraged managers to seek to finalise the documents and circulate them to academic partner boards of management for formal approval.

📄 RSC-008 AP Agreements.pdf

4.3. *RAM and Curriculum Review

The committee discussed two papers prepared by the Vice Principal Strategic Developments and the Senior Advisor: Change Implementation in relation to proposals to amend the current methodology for determining resource allocation and distribution of core funding and a review of the existing curriculum offer.

It was noted that the committee was broadly supportive of the direction of travel indicated within the papers presented and that the committee supported further progression and development of the proposed initiatives through the Partnership Council and the Finance and General Purposes Committee.

The following key points were noted from the discussion:

- There is an urgent need to develop a more efficient curriculum offer. Approximately 80% of current students are enrolled on 30% of offered courses.
- Work is progressing currently to identify which courses can be run effectively next academic year in the context of anticipated continuing social distancing requirements.
- Significant focus and effort is needed to attract and retain students in an increasingly competitive and challenging context.
- A radical change to the current Resource Allocation Methodology (RAM) is necessary to enable a more strategic and better coordinated tertiary regional curriculum and core offer to be appropriately funded and resourced.

📄 RSC-009 RAM and Curriculum Review paperonRAM060520.pdf

5. Monitoring Performance & Coordinated Risk Management

5.1. *Format of Future Dashboard Reporting

Fiona Larg

The committee approved the proposed approach and format for future performance and compliance monitoring as proposed by the Chief Operating Officer and Secretary within paper RSC20-010. It was noted that the format of reports would be reviewed after one year.

📄 RSC-010 Format of Future Dashboard reporting.pdf

5.2. *2020/21 SFC FE & HE Final Grants

The committee noted the paper provided by the Director of Corporate Resources providing a summary of the 2020/21 Scottish Funding Council HE and FE final funding announcement.

The committee was disappointed to noted that the regions FE credit target had been increased by 2000 FTE without any additional allocation of funding. This matter was currently being pursued with SFC.

📄 RSC-011 SFC FE and HE Final grants 2020-21.pdf

5.3. *AP Mid-Year Summary Report

Niall McArthur

The Director of Corporate Resources presented the mid year Financial Forecast Return (FFR) summary report for the year 2019/20 as prepared for submission to the Scottish Funding Council. A number of variances from the original FFR forecasts were highlighted including:

- Significant financial challenges including increased deficit positions at Inverness, Lews Castle, Moray, North Highland, Orkney, Perth, Shetland, NAFC, SAMS, SMO and the University's Executive Office.
- A consolidated deficit position for the five incorporated colleges at 31st March 2020 with an associated potential risk on future funding (circa £1.3M).

The committee requested sight of enhanced summary data and reporting via the dashboard in future including information to highlight and to facilitate partnership discussion around developing mitigating actions.

📄 RSC-012 AP MYR 1920.pdf

5.4. AP Financial Monitoring

The committee noted the report provided by the Director of Corporate Resources containing a summary of academic partner management accounts for quarter 2 and quarter 3 and associated cash flow to march 2020 for the five incorporated colleges.

The committee noted that the provided RAG status for each partner did not always reflect the data presented and called for a more consistent approach to classifying and presenting information in future reports.

📄 RSC-013 AP Financial monitoring.pdf

5.5. *Corporate Risk Register

The committee discussed the corporate risk register provided by the Director of Corporate Governance. The committee agreed that the Regional Strategy Committee provided a useful forum for discussing common risks with a particular focus on discussing opportunities to reduce the likelihood or impact of risks through collective action.

The committee agreed that there would be a benefit in holding a seminar event on risk at a future date.

📄 RSC-014 Risk Management.pdf

6. Items for Next Meeting

6.1. Risk Management Information Security: Incident/Breach Management

Noted.

7. *Any Other Business

None.

8. Date of Next Meeting:

1 September 2020

9. Actions Summary - Appended.

The attached document provides a summary of agreed actions and decisions.

RSC Actions and decisions summary 5th May 2020.pdf

University of the Highlands and Islands

University Court
17 June 2020, 14:00 to 16:00
By VC Webexspace

Present

Board members

Garry Coutts (Chair), Fiona McLean (Vice Chair), Crichton Lang (Interim Principal and Vice Chancellor), Andrew Rogers (Chair FGPC), Willie Printie (Chair Audit Committee), Anton Edwards (Rector - Chair of Foundation), Alan Simpson (HISA President), Rosemary McCormack, Alistair Dodds, Andrea Robertson, Gareth Davies, David Sandison, Kirsty Macpherson, Michael Foxley, Linda Kirkland, Poonam Malik, Sarah Helps, Brian Crichton, Sara O'Hagan, Malcolm Burr, Stuart Gibb (Vice Principal - International), Neil Simco (Vice Principal Research & Impact), John Kemp (Vice Principal Further Education), Gary Campbell (Vice Principal - Strategic Development), Lydia Rohmer (Vice Principal - Tertiary), Fiona Larg (Chief Operating Officer & Secretary), Roger Sendall (Director of Corporate Governance), Niall McArthur (Director of Corporate Resources)

Meeting minutes

1. WELCOME & APOLOGIES

The Chair welcomed Mr Malcolm Burr who had returned to Court as a new member to replace Mr Burns as an appointee representing the regions local authorities.

The Chair advised that Dr Diane Rawlinson had recently resigned from the University. The Court thanked Dr Rawlinson for her efforts and successes in developing and promoting Further Education priorities. It was noted that Mr John Kemp would now take on the role of Vice Principal Further Education 0.5 FTE with immediate effect.

The Chair then explained that this would be the last scheduled Court meeting for Mr Andy Rogers as Mr Rogers would complete his final term of office with the Court at the end of July 2020. It was noted that Mr Rogers had been proactively involved and engaged with the formation and development of the institution since 2004. Court recorded its huge appreciation and gratitude for his selfless commitment and dedication to the advancement and establishment of the University for the region and its communities.

📄 Court Agenda 17 June 2020.pdf

1.1. Apologies

Apologies were received from Heidi May and Lesley Cole.

1.2. Declarations of Interest

Court noted that Dr Brian Crichton had an interest in item 6.1 on the basis that he was the Chair of Perth College UHI and that he would not participate in the discussion of this item.

1.3. Notification of other business

- Equality and Diversity Policy - Position statement

1.4. Starring

Item 9.1 was starred for discussion.

2. MINUTES OF MEETINGS

2.1. Approval of minutes of 18 March 2020

The minutes of the meeting held on 18th March 2020 were reviewed and approved.

2.2. Matters Arising

Matters arising from the previous meeting were discussed. The following points were noted:

- Review of Relationship with Incorporated Colleges - Action complete, the Audit and FGPC committees had held a joint meeting on 4th June 2020 and had received an independent report from MHA Henderson Loggie regarding the potential requirement for the University to prepare consolidated accounts with the five incorporated colleges.
- Academic Council - Court noted that a planned review of the membership and terms of reference of Academic Council had been postponed as a result of the ongoing coronavirus pandemic. Work on this matter would be progressed in due course.
- Academic Partner Agreements - Court noted that good progress was being made on finalising the agreements, it was noted that some technical details were being finalised by the University's lawyers in relation to intellectual property rights to ensure consistency with policy frameworks and it was anticipated that the updated documents would be ready for formal approval before the end of the current academic year.

⊠ UC20-027 Matters Arising.pdf

2.3. Review of Delegated Decisions

None.

2.4. Minutes from Committees of Court since last Court meeting:

The chair invited the chairs of committees of court to each provide a brief report in connection with their most recent meetings.

2.4.1. Audit Committee

Lydia Rohmer

The chair of the audit committee reported on a meeting held on 25th May. The following points were noted:

- The committee had considered issues surrounding an Improvement Plan issued by Skills Development Scotland (SDS) in relation to the administration of modern apprenticeship programmes and associated risks to income. It was noted that management were confident that actions identified within the plan would be completed in good time to ensure that future grant income was secured.

- The Vice Principal Tertiary advised that the college sector currently had a poor relationship with SDS on the basis that SDS had been withholding grant income, whereas, the Scottish Funding Council was encouraging full distribution of funds irrespective of whether or not colleges met delivery targets in the context of the current covid19 situation. Intensive discussions were progressing through Colleges Scotland in an effort to resolve this situation and to improve relations with the sector.

Court noted that Dr Malik who was a member of the Board of Skills Development Scotland would discuss the issue with the Vice Principal Tertiary outside of the meeting in an effort to better understand and to assist with resolving identified concerns.

- The Audit Committee was discontent with the significant increase in the external fee proposed by Ernst and Young for provision of external audit services and had directed management to challenge the fee presented.

⊠ UC20-028 Minutes_Audit Committee_250520.pdf

2.4.2. Finance and General Purposes Committee

The chair of the finance and general purposes committee reported on the meeting held on the 4th June 2020. The following points were highlighted:

- The committee had highlighted the critical importance of focusing management effort on optimising recruitment and maximising student progression in 2020/21 in order to maximise core SFC grant income in a challenging financial climate.
- The committee had discussed the draft University budget for 2020/21. The budget was presented to Court for consideration and approval today within item 7.1 of the Court meeting papers. FGPC had considered the projected deficit position within the budget and the intention to allocate up to £3.7M of University reserves within the years. FGPC was worried about over reliance on accessing reserves and identified an urgent requirement to identify and coordinate significant strategic savings across the partnership during 2020/21.
- The University has engaged specialist student accommodation consultants Cushman and Wakefield to progress additional work in relation to the University's student residences contracts and operations. This work will include consideration of the possibility to restructure existing contractual relationships and will also examine potential for the University to bring greater control for operating student residences in-house.

🗋 UC20-029 v2Minutes_Finance & General Purposes Committee (FGPC)_040620 (1).pdf

2.4.3. Joint meeting of Audit and Finance and General Purposes committees

The chairs of the finance and general purposes and audit committees provided Court with a report in connection with a joint meeting held on 4th June 2020 at which they had received a report from MHA Henderson Loggie in connection with their independent report titled "Strategic advice regarding the potential consolidation of UHI accounts with the five incorporated colleges." Court noted that there was currently no requirement to consolidate the University's accounts with any of the five incorporated colleges on the basis that the University did not have dominant influence over them. Both chairs reported that the report was extremely helpful in terms of providing a clear analysis of the circumstances that may require consolidation in the future and in terms of explaining the key differences between the University and other regional strategic bodies.

🗋 UC20-030 Minutes_Joint Audit & FGPC Committee meeting_040620.pdf

2.4.4. Regional Strategy Committee

The chair provided a brief report n connection with the first Regional Strategy Committee meeting that was held on 5th May 2020. The chair advised that discussion had focused on three key issues and activities; the partnership response to the Covid19 pandemic, development of aligned financial services and a review of the current Resource Allocation Methodology and curriculum.

🗋 UC20-031 Minutes_Regional Strategic Committee (RSC)_050520.pdf

2.4.5. Academic Council/Activity Report

Court noted a report summarising the meeting held on 11th march 2020. .

🗋 UC20-032 AC Officers Report 11 Mar 20 CWL.pdf

### 2.4.6. Nominations Committee

Fiona Larg

Court noted the minutes of the meeting held on 22nd April 2020.

It was noted that the Chief Operating Officer and University Secretary would circulate a note following the meeting to seek to identify an additional academic partner chair to attend and observe court meetings.

🗋 UC20-033 Minutes_Nominations Committee_220420.pdf

2.4.7. Remuneration Committee

Court noted the minutes of the meeting held on 5th June 2020.

🗋 UC20-034 Rem comm minutes0620.pdf

3. CHAIRMAN/PRINCIPAL'S COMMENTS

3.1. Quarterly Status Report

The Principal and Vice Chancellor provided Court with a verbal report in connection with the activities, challenges and key priorities that were occupying management and staff time over the past three months in accordance with the partnerships crisis management approach to ensuring business continuity throughout the current pandemic. The following points were noted:

- The P&VC highlighted the significant commitment of staff and the huge efforts that had and continued to be made across the University to initially move activities off campus, to implement academic adjustments, to plan for next year and to support students in very challenging circumstances.
- Court noted and welcomed the quarterly activity reports provided by members of the senior management team and academic partners with two omissions (Inverness and Argyll colleges). Court was pleased to note the many positive projects and initiatives that were being progressed across the region.
- Student/Digital poverty issues were identified as particular challenges that required to be addressed.
- The University had been awarded an uplift of £918k additional research funding

📄 UC20-035 June 2020 SMT and AP quarterly report.pdf

3.2. Post Covid-19 crisis management plan and evaluation of executive office

Court discussed and endorsed the work steams and activities described within paper UC20-036 setting out consolidated actions that were intended to address and implement recommendations from the Executive Office review process and the university partnership's response to the ongoing Covid19 situation whilst also continuing to progress the University's agreed change programme.

The following key points were noted:

- The crisis management plan was an evolving dynamic document and further work was required to identify all the strategic leads, key milestones and target deadlines. It was reported that an updated document would be presented to a special partnership meeting planned for 1st July 2020 to be attended by members of Court, Academic Partner Chairs and senior managers.
- There was still a great deal of uncertainty in relation to when and how far the current social distancing restrictions would be relaxed and to what extent these requirements would impact new student recruitment activity and progression students in 2020/21.
- A review of the University's higher education curriculum and capacity to run courses had been completed. The results of this survey were broadly positive and indicated that the vast majority of HE courses could progress and be delivered in 2020/21 with minimal adjustments to delivery.
- A review of the further education curriculum was currently being progressed. Court noted that a number of FE courses require a significant element of face to face/practical teaching particularly in areas such as construction and hair dressing and appropriate adjustments are being considered and discussed by partners.
- The primary aim of management for 2020/21 is to optimise student recruitment and progression and to secure and retain as much core grant as possible.

📄 UC20-036 Court paper on EOE and plan CWL.pdf

4. COMMITTEES & MEMBERSHIP

4.1. Recruitment of new Principal & Vice Chancellor: update

Court noted paper UC20-037 providing an update on progress with the recruitment process for a new Principal and Vice Chancellor.

📄 UC20-037 recruitment update.pdf

4.2. Independent Members Appointments to Assigned College Boards - Re-appoint to assigned college board

Court homologated the recommendations contained within paper UC20-038 as agreed by email circulation on 15th May 2020.

📄 UC20-038 ACB 11052020.pdf

5. STRATEGY & PLANNING

5.1. Critical Performance Indicators/KPIs

Court noted paper UC20-039 provided by the Head of Marketing and Planning comprising a summary of performance against the University's defined Critical and Key Performance Indicators dated 17th June 2020.

🗎 UC20-039 CPI June reports on CPI and associated KPIs .pdf

6. GOVERNANCE & RISK

6.1. *Perth College UHI: Action Plan

The Chair reported that he had attended a good meeting with members of the Perth College UHI Board of Management to review and discuss progress with the internal audit action plan that was considered and endorsed by the Court on 18th March 2020.
The Chair advised that the Perth college board were well sighted on the issues and actions contained within the action plan and that he had been reassured as a result of the meeting that appropriate actions were being progressed to resolve the identified issues and concerns.

Court noted that a lessons learned document was currently being finalised and that this would be shared with all academic partners in due course.

6.2. Risk Management

Court noted paper UC20-040 provided by the Director of Corporate Governance providing a summary of identified risks and common risk scores exported from the partnerships risk management database on 15th May.

🗎 UC20-040 Risk Managment.pdf

6.3. Student Residences update

The Court noted paper UC20-041.

🗎 UC20-041 20200610 Residences Update.pdf

6.4. Remuneration policy

The Court approved the updated Remuneration Policy as recommended by the Remuneration Committee - reference POLO60 - UC20-042.

🗎 UC20-042 Remuneration policy 0620.pdf

7. FINANCE AND PERFORMANCE

7.1. *2020/21 University Budget

The Director of Corporate Resources presented paper UC20-043 comprising the recommended University budget for Executive Office for 2020/21 that was prepared in accordance with the Scottish Funding Council's announcement of final grant awards dated 7th April 2020. The following points were noted:

- The Finance and General Purposes Committee (FGPC) had considered the recommended budget on 4th June and had requested that management identify significant additional savings. The budget presented identified a collective partnership deficit of £7.4M that would need to be supported from University reserves in 2020/21.
- The education sector was facing significant uncertainty as a result of the coronavirus pandemic and this was compounding preexisting financial challenges. There was a clear need to identify and implement significant cost savings across the university partnership and FGPC had agreed that these must be made in a strategic, coherent and consistent manner across the whole partnership as opposed to just reducing executive office/core functions.
- It was important to develop a platform for growth in 2021/22 and to avoid uncoordinated cost cutting that would risk weakening the institution and damage future capacity.
- Management are currently seeking to identify and implement savings through the following initiatives, a voluntary severance scheme for executive office, restricting discretionary spend, a freeze on recruitment and a reduction in strategic investments unless demonstrably beneficial to post covid19 recovery.

The budget was formulated in accordance with the following assumptions:
- Scottish Funding Council HE and FE grant allocations as communicated on 7th April 2020.
- No cost of living increase for executive office staff, however, all contractual spinal increment increases were provided for.
- Employer pension contributions rates of 18.5% for LGPS and 21.1% for USS pensions.
- a £3.7M investment from reserves primarily to address the impact of Covid19 on student rental income.

The following key risks were noted:
- A potential requirement to repay SFC core grant income if the University experienced a drop in student recruitment of more than 5%.
- Potential impact of an extension to the Covid19 lock-down period on receipts of grant income.

Following due consideration the Court agreed to approve the budget as presented, however, it was noted that the Finance and General Purposes Committee would require sight of more specific information and detail about planned savings including targets and timescales.

📄 UC20-043 UHI EO Budget 2020 -2021.pdf

7.2. *Academic Partner Financial Monitoring

Court noted the report UC20-044 providing a summary of academic partner management accounts for quarters two and three and cash flow analysis for the five incorporated colleges for the period ending 31st May 2020.

📄 UC20-044 AP Financial Monitoring.pdf

7.3. AP Mid-Year Financial Forecast returns 2019/20

Court noted paper UC20-045.

📄 UC20-045 SFC Revised MYR 19-20.pdf

7.4. 2019/20 Q3 Management Accounts

Court noted paper UC20-046.

📄 UC20-046 & 047 - Q3 Management Accounts and Outturn Fcast.pdf

8. REPORTS & CIRCULARS

8.1. HISA Report

Court thanked the outgoing student President Mr Allan Simpson for his excellent service and contribution to Court business and for helping to enhance the student experience for all further and higher education students through HISA.

📄 UC20-048 HISA update and funding.pdf

8.2. DATE OF NEXT MEETINGS:

Partnership Special Meeting - 1 July 2020

University Court Meeting - 23 September 2020

9. ANY OTHER BUSINESS

9.1. Equality and Diversity Policy - Position statement

Roger Sendall

The Principal & Vice Chancellor reported that he would be issuing a public statement within the next few days to set out the University's commitment to equality and diversity and the actions that the University was taking to try to develop and promote a more inclusive society. It was noted that Court would receive a presentation on this topic at its next meeting.

9.2. Staff Communication

It was noted that Court wished to acknowledge and thank all staff for their collective efforts to support students and to maintain operations in the context of the unprecedented challenges associated with the coronavirus pandemic over the past quarter. Court noted that the current financial climate with the prospect of no pay increases and the forthcoming implementation of voluntary severance initiatives would be likely to create concerns for some staff who may be working remotely with potentially challenging personal circumstances and that as employers the University and academic partners had a duty of care to support its staff.

The Principal & Vice Chancellor reported that he would be issuing a public statement within the next few days to set out the University's commitment to equality and diversity and the actions that the University was taking to try to develop and promote a more inclusive society. It was noted that Court would receive a presentation on this topic at its next meeting.

Roger Sendall

Title of Paper:	Board and Committee Evaluation Report 2019-20
To Committee:	Board of Management
Subject:	Annual Board Self-Evaluation
Version number and date:	V1 - 26 August 2020
Brief summary of the paper:	In accordance with Code of Good Governance for Scotland's Colleges – August 2016 the Board has to undertake an annual review of the Functionality of the Board and its Committees which includes an evaluation of the effectiveness of the Chair of each Committee and the Clerk to the Board. The full analyses was circulated to the Board on 23 June 2020 including an overview of the statistics and all additional statements. A one page summary follows highlighting some of the most significant points emerging from this analysis.
Recommendations:	To note any areas for improvement.
Action requested/decision required:	Discussion and Noting.

Status: *(please tick ✔)*	**Reserved:**		**Non-reserved:**	✔

Date paper prepared:	26 August 2020
Date of committee meeting:	1 September 2020
Author:	Cathie Fair
Link with strategy: Please highlight how the paper links to, or assists with: Strategic Plan including • Curriculum • Learning and Teaching • Organisational culture • Partnership • Sustainability	Assists in determining whether Board is meeting its objectiveness in all areas of the Strategic Plan.

Equality and diversity implications:	All Board members and members of the SLT have the opportunity to comment on the Board's Effectiveness.
Resource implications: *(If yes, please provide detail)*	
Risk implications: *(If yes, please provide detail)*	Risk of non-compliance with the Code of Good Governance.
Appendices:	
References:	

Conclusions

This was the first occasion when the Board evaluation took place using an online survey. This had the advantage of eliminating a considerable amount of manual work in conducting an analysis of the responses and allowing all comments to be truly anonymous. However, it meant that the return rate was considerably lower than in previous years.

In relation to section one of the Questionnaire for all Committees, by far the majority of respondents either strongly agreed or agreed that members have a sound understanding of terms of reference and have a sufficient level of knowledge and understanding of their role. However, there was one respondent from Audit Committee that disagreed. Whilst the majority strongly agreed or agreed that individual members contribute well to the work of the Committee, one respondent from Audit Committee disagreed with this statement and 2 disagreed from the Board.

This was the first evaluation of the Learning, Teaching and Quality Committee since it became a Board Committee and there was a very low level of dissatisfaction evident throughout sections 1 and 2. Comments about the size of the Committee, reluctance of members to challenge, discussion not robust enough and the fact that the Chair is a member of the executive were all comments that were made. This has since been addressed however.

Apart from LTQC, responses from all other Committees were very positive and favourable in relation to the effectiveness of the Chairs of all Committees indicating a high level of confidence and trust.

The questions on resources including the Clerk, Minute Secretary providing effective support, and on receiving quality support and reports from the executive returned very favourable results in all areas.

Strategic planning was an area which returned favourable results with the majority either strongly agreeing or agreeing that the Board has a strategic vision, has developed a shared vision, values, aims and plans for continuous improvement and has identified key indicators for tracking progress. There was only one respondent who disagreed with this statement. Accompanying comments were mainly very constructive although there were a few areas highlighted which may merit further consideration.

The statement over how well the Board engages with staff, students and stakeholders returned results of mainly strongly agree or agree although there was one respondent who disagreed.

Unsurprisingly, under general assessment, there appears to be a view that current matters of focus for the Board should be Covid-19, Finance and Moray Growth Deal.

The overall conclusion would indicate that the Board are confident that the College seems to have responded and recovered well to the considerable uncertainly and disruption caused by Covid-19. Funding and financial recovery and sustainability should remain the focus for the year ahead.

Board of Management

Committee Membership – Updated August 2020

Peter Graham (Chair)
Principal (Officer)
Murray Easton – (Vice Chair & Convenor of F&GP)
Jessie McLeman (Convenor of Audit)
Seonaid Mustard (Convenor of Staff Governance Committee)
Anne Campbell (Convenor of Learning, Teaching and Quality Committee)
James Knowles
Deborah Newton
Caroline Webster
Dawn McKinstrey
Paul Mitchell (Senior Independent Member)
Jeremie Fernandes (Support Staff Member)
Rosemary McCormack (Teaching Staff Member)
Hermione Morris (HISA Activities & Welfare Depute as of 1-8-2020)
Kyle Gee (HISA Education Depute as of 1-8-2019) (Continuing for a second year into 2020-21
In Attendance
Cathie Fair
El Melton

Committees

Audit

Jessie McLeman (Convenor)
Deborah Newton
Grenville Johnston (Co-opted member)
Dawn McKinstrey
Kyle Gee HISA
In Attendance:
Ms Shelly McInnes – Finance Director and Officer to Committee (with effect from 2-12-2019)
Cathie Fair
El Melton

Finance and General Purposes

Murray Easton – Convenor
David Patterson – Principal
Peter Graham
James Knowles
Rosemary McCormack (Teaching Staff Member)
Caroline Webster
Hermione Morris (HISA)
In Attendance
Ms Shelly McInnes – Finance Director Officer to Committee - (with effect from 2-12-2019)
Deborah Newton
Cathie Fair
El Melton

Staff Governance Committee

Seonaid Mustard – Convenor
David Patterson - Principal
Caroline Webster
Paul Mitchell
Jeremie Fernandes – Support Staff member
Rosemary McCormack – Teaching Staff Member
In Attendance
Mrs Carolyn Thomson - Officer to Committee
Cathie Fair
El Melton

Chairs

Peter Graham
Murray Easton
Jessie McLeman
Seonaid Mustard
Anne Campbell
In Attendance:
D Patterson
Cathie Fair

Learning Teaching and Quality Committee

Anne Campbell – Convenor
David Patterson
Nikki Yoxall – Director of Learning and Teaching
Chris Newlands – Director of Curriculum and Academic Operations
Derek Duncan – Director of Information, Planning and Student Services
Jackie Andrews – Head of Academic Partnerships
Heather Sharp - Quality Officer and Officer to Committee
Seonaid Mustard
Curriculum Representatives – 2 Per Curriculum area – one promoted and one non-promoted
CAPRI
Garry Rendall – Head of Curriculum
Alistair Fowlie – substitute
Tami Wilson – non promoted
STEM
Jim Mackinnon
Sam Bright - Substitute
Keith Mitchell
Susanne Hall – substitute
HBCT, Sport, Leisure and Core Skills
Rosemary McCormack – Head of Curriculum
Kelly McLaren - substitute
Stephen Duff – non promoted
Michele Smith - Substitute
CHESS
Toni McIlwraith
Lucy Huby
Suki Haider
Rebecca Dewis
Kyle Gee – HISA
Hermione Morris - HISA
In Attendance:
Cathie Fair
El Melton

University of the Highlands and Islands
Moray College

BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2020-2021
Agenda item:

Board of Management Moray College

Committee Schedule of Meetings for 2020-2021

Week Commencing	Audit	Staff Governance	F & GP	LTQ	Board Development	Full Board	SLT
17/8/2020					19/8/2020		18/8/2020
24/8/2020							
31/8/2020						1/9/2020	
7/9/2020			8/9/2020				15/9/2020
14/9/2020							
21/9/2020							
28/9/2020							
5/10/2020	6/10/2020						
12/10/2020							
19/10/2020							**20/10/2020**
26/10/2020						27/10/2020	
2/11/2020							
9/11/2020		10/11/2020 am		10/11/2020 pm			
16/11/2020							17/11/2020
23/11/2020	24/11/2020		24/11/2020				
30/11/2020							
7/12/2020							8/12/2020
14/12/2020						15/12/2020	
21/12/2020							
28/12/2020							
4/1/2021							

University of the Highlands and Islands
Moray College

BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2020-2021
Agenda item:

	Audit	Staff Governance	F&GP	LTQ	Board Development	Full Board	SLT
11/1/2021							12/1/2021
18/1/2021							
25/1/2021		26/1/2021					
1/2/2021							
8/2/2021							9/2/2021
15/2/2021	16/2/2021						
22/2/2021							
1/3/2021							
8/3/2021							10/3/2021
15/3/2021				16/3/2021			
22/3/2021			9/3/2021			23/3/2021	
29/3/2021							
5/4/2021							
12/4/2021							13/4/2021
19/4/2021							
26/4/2021							
3/5/2021							4/5/2021
10/5/2021		11/5/2021					
17/5/2021	18/5/2021						
24/5/2021							
31/5/2021							1/6/2021
7/6/2021			8/6/2021				
14/6/2021				15/6/2021			
21/6/2021						22/6/2021	
28/6/2021							29/6/2021

Dates for FE Regional Board Meeting and University Court Meetings

UNIVERSITY COURT	
23 September 2020	1400-1600
25 November 2020	1400-1600
17 March 2021	1400-1600
16 June 2021	1400-1600

Regional Strategic Committee	
1 September 2020	
5 November 2020	
10 February 2021	
4 May 2021	

Board of Management Work Plan for 2021-21

Date	Event	Agenda or Outcomes	Responsibility of	Notes
19/8/2020	Board Development Day with Strategic Leadership Team	Board of Management and the Strategic Leadership Team To start the process of refreshing the Strategic Plan	Board Members Members of SLT Clerk Minute Secretary	0930-1230
31/8/2020	Declarations of Interest to be returned electronically		Clerk, Board Members and Minute Secretary	Once completed must be uploaded onto website
1/9/2020	Board Surgery am	Opportunity for staff to meet with Board members privately to discuss issues of concern not able to be addressed by normal channels	Clerk Board Member	1000-1200
1/9/2020	Board Meeting pm	1. Minutes of Board and Committee Meetings 2. Principal's Report including: ○ Overview ○ Plans for Reopening the College ○ Student recruitment and enrolment ○ Review of Operational Plan ○ KPIs 3. Minutes of Court 4. Minutes of LTQC 5. Update on Curriculum Strategy 6. Update on Health and Safety 7. Update on Finance 8. Emerging Issues – ○ Board Recruitment update ○ Update on Partnership Assembly ○ Update on Code of Good Governance 9. HISA update	Chair Principal Clerk Minute Secretary SLT	

		10. Board and Committee Schedule and Work Plan 2019-20 – updated 11. Reserved Minutes 12. Moray Growth Deal – verbal update		
27//10/2020	Board Surgery am	Opportunity for staff to meet with Board members privately to discuss issues of concern not able to be addressed by normal channels	Clerk Board Member	

27/10/2020	Board Meeting – pm	Agenda:
		1. Minutes of Board and Committee Meetings
		2. Principal's Report
		   o Student Recruitment and enrolment
		   o Refined KPI's
		   o Operational Plan 2020-21
		   o Strategic Planning
		   o Health and Safety Update including incident report
		   o Moray Growth Deal (Reserved)
		3. Minutes of Court
		4. Update on Finance
		5. HISA update
		6. Emerging Issues
		   o Update from Partnership Assembly
		7. Learning and Teaching
		   o Update on arrangements for EREP
		8. New Code of Good Governance 2020 and implications of changes
		9.
			Chair
			Principal
			Clerk
			Minute Secretary
			SLT	

15/12/2021	Board Surgery	Opportunity for staff to meet with Board member privately to discuss issues of concern not able to be addressed by normal channels	Board Member Clerk	

15/12/2020	Board Meeting pm	Agenda:
		1. Minutes of Board and Committee Meetings
		2. Principal's Report
		   o Student Recruitment and enrolment
		   o Refined KPI's
		   o Operational Plan 2020-21
		   o Strategic Planning
		   o Health and Safety Update including incident report
		   o Moray Growth Deal (Reserved)
		3. Minutes of Court
		4. Learning and Teaching Update
		5. Annual Health and Safety Report
		6. Sign off Health and Safety Policy Statement (Annually)
		7. Update on Finance
		8. Emerging Issues
		   o Update on Partnership Assembly
		9. HISA Update
		10. Policies Due for Review
		11. Student Early Experience Survey
		12. Annual External Audit Report
		13. Audit Committee's annual Report to the Board
		14. EREP Final Report
		15. Statutory Accounts
			Chair
			Principal
			Clerk
			Minute Secretary
			SLT
				Statutory Accounts to be signed off at this meeting and forwarded to SFC before Colleges closes for Christmas Holidays

23/3/2021	Board Surgery – am	Opportunity for staff to meet with Board member privately to discuss issues of concern not able to be addressed by normal channels	Clerk Board Member	
23/3/2021	Board Development Meetings am	One to one Development Meetings and Training Plans	Chair Vice Chair Clerk	Schedule to be determined and circulated in advance of Meetings

23/3/2021	Board Meeting pm	Agenda:
		1. Minutes of Board and Committee Meetings
		2. Principal's Report
		    o Student Recruitment and enrolment
		    o Refined KPI's
		    o Operational Plan 2020-21
		    o Strategic Planning
		    o Health and Safety Update including incident report
		    o Moray Growth Deal (Reserved)
		3. Learning and Teaching Update
		4. Minutes of FERB
		5. Update on Finance
		6. Emerging Issues
		    o Update on Partnership Assembly
		7. HISA update
		8. Board Effectiveness Evaluations
		9. Policies due for Review
			Chair
			Principal
			Quality Officer
			Clerk
			Minute Secretary
			SLT
				Revised Board Effectiveness Review Evaluations to be circulated with Board pack and returned to clerk by 30 April 2020

22/6/2021	Board Surgery am	Opportunity for staff to meet with Board member privately to discuss issues of concern not able to be addressed by normal channels	Board Member Clerk	

22/6/2021	Board Meeting pm	Agenda:
		1. Minutes of Board and Committee Meetings
		2. Principal's Report
		    o Student Recruitment and enrolment
		    o Refined KPI's
		    o Operational Plan 2020-21
		    o Strategic Planning
		    o Health and Safety Update including incident report
		    o Moray Growth Deal (Reserved)
		3. Learning and Teaching Update
		4. Minutes of FERB
			Chair
			Principal
			Clerk
			HISA Reps
			Quality Officer
			Minute Secretary	

		5. Update on Finance 6. Emerging Issues ○ Update on Partnership Assembly 7. Policies Due for Review 8. Student Satisfaction and Engagement Survey 9. Board Evaluation Report 10. HISA Report		

BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2020-2021
Agenda item:

Committee Plan - Audit Committee – 2019-20

Date	Event	Agenda or Outcomes	Responsibility of	Notes
6/10/2020	Audit Committee am	Private Meeting between Audit Committee and Internal Auditors	Convenor Committee members	

6/10/2020	Audit Committee meeting pm	Agenda:
		1. Minutes of Previous meetings
		2. Emerging Issues
		3. Internal Audit Plan 2020-2021
		4. Internal Audit Progress Reports 2020-2021
		5. Student Activity Data Report 2019-20
		6. Student Support Funds Report 2019-20
		7. SFC Student Support Funds Return 2019-20
		8. EMA Return 2019-20
		9. EMA Year-end Statement 2019-20
		10. Internal Audit Reports
		    o Health and Safety – follow-up
		    o Corporate Governance
		    o Business Continuity Planning – Covid-19
		11. Risk Register and Risk Appetite
		12. Update on Status of Audit Register
		13. Update on Status of Policy Schedule
		    o Summary overview on status of all policies
		14. Update on UHI Joint AP's Audit Committee
			Convenor
			FD
			Internal Auditors
			External Auditors
			Clerk
			Minute Secretary
			Mr D Duncan
			HR Director	

		15. Draft Letter to EY to Those Charged with Governance 16. Report on NFI 17. Annual Paper on Fraud 18. Review of Committees work planning 19. Draft Annual Audit Report to the Board 20. Annual Paper on Fraud 21. Annual paper on Staff Development 22. Alignment of Audit Committee's TOR and Annual Workplan 23. Update on future Internal Audit Provision		
24/11/2020	Audit Committee am	Private Meeting between Audit Committee and External Auditors	Convenor Audit Committee members External Auditors	
24/11/2020	Joint Audit & Finance and General Purposes Committee meeting pm	Agenda: 1. Minutes of Previous Meetings 2. Emerging Issues 3. Update on Audit Register 4. Risk Register 5. Internal Audit: Annual Report to the Board of Management and Principal on the provision of Audit Services 2019-20 6. Internal Audit Plan 2019-20 and supporting timeline 7. Internal Audit Reports: Henderson Loggie 8. Policy Schedule a. Plan and timeline 9. External Audit: Ernst Young Draft Report on the 2019-20 Audit	Convenor FD Internal Auditors External Auditors Clerk Minute Secretary	

		10. Audit Committee's Annual Report to the Board of Management 11. Annual Procurement Report from F&GP 12. Final version of completed checklist for Code of Good Governance 13. Final letter to EY To Those Charged with Governance 14. Statutory Accounts 2019-20		
16/2/2021	Audit Committee meeting pm	Agenda: 1. Minutes of Previous Meetings 2. Emerging Issues 3. Update on Audit Register 4. Risk Register 5. Internal Audit Plan 2020/21 6. Internal Audit Progress Reports 2020/21 7. Audit committee effectiveness review 8. Discussion on arrangements for Externally facilitated Board Effectiveness Review 9. Appropriate Risk Training 10. Possible framework for centralisation of resources and shared initiatives across UHI 11. Reporting and Monitoring Theft 12. Quality Assurance and Improvement Progress Report 13. Deep Dives 14. Update from UHI Joint AP Audit Committee	Convenor FD Internal Auditors Clerk Minute Secretary	

| 18/5/2021 | Audit Committee meeting pm | Agenda:
1. Minutes of Previous Meetings
2. Emerging Issues
3. Update on Audit Register
4. Risk Register
5. Internal Audit Progress Reports for 2020/21
6. Internal Audit Plan for 2021-22
7. External Audit: Annual Audit Plan for the 2020-21 Audit
8. Board and Committee Evaluation Report
9. Report to Committee on OSCR Return | Convenor
FD
Internal Auditors
External Auditors
Clerk
Minute Secretary | |

Committee Plan – Staff Governance Committee – 2019-20

Date	Event	Agenda or Outcomes	Responsibility of	Notes
10/11/2020 1000-1200	Staff Governance Committee	Agenda: 1. Minutes of previous Meetings 2. Minutes of Health and Safety Meetings 3. Emerging Issues 4. HR Director's Report 5. Whistleblowing cases 6. Health and Safety Report 7. Update on Culture and Values 8. Policies due for Review 9. Report on Staff Development Activities	Convenor HR Director (Officer) Committee Members Clerk	
26//1/2021 1000-1200	Staff Governance Committee	Agenda: 1. Minutes of previous Meetings 2. Minutes of Health and Safety Meetings 3. Emerging Issues 4. HR Director's Report 5. Health and Safety Report a. Health and Safety Minutes 6. Update on Culture and Values 7. Policies due for Review	Convenor HR Director (Officer) Clerk Minute Secretary	
11/5/2021 1000-1200	Staff Governance Committee	Agenda: 1. Minutes of previous Meetings 2. Minutes of Health and Safety Meetings 3. Emerging Issues 4. HR Director's Report 5. Health and Safety Report	Convenor HR Director (Officer) Clerk Minute Secretary	

		6. Update on Culture and Values 7. Policies due for Review		

University of the Highlands and Islands
Moray College

BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2020-2021
Agenda item:

Committee Plan – Finance and General Purposes Committee – 2020-21

Date	Event	Agenda or Outcomes	Responsibility of	Notes
8/9/2020	Finance & General Purposes Meeting	Agenda: 1. Minutes of Previous Meeting 2. Management Accounts to 31 July 2020 3. Financial forecast Return 4. Cash Flow 5. Pension Update 6. 2020-21 Budget Update 7. Estates Update 8. Emerging Issues 9. Update on Commercialisation 10. Risk Register 11. Policies due for Review	Convenor FD Clerk Minute Secretary	
24/11/2020	Finance and General Purposes Meeting am	Agenda: 1. Minutes of Previous Meeting 2. Emerging Issues 3. Financial Update 4. Update on Commercialisation 5. F&GP Annual Report to the Board 6. Draft Statutory Accounts 2019/20 7. Policies due for Review 8. External Audit Report 9.	Convenor FD Clerk Minute Secretary	
24/11/2020	Joint Audit & Finance and General Purposes Committee meeting pm	Agenda: 1. Minutes of Previous Meetings 2. Emerging Issues 3. Update on Audit Register	Audit Convenor FD Internal Auditors External Auditors	26-11-2019

		4. Risk Register 5. Internal Audit: Annual Report to the Board of Management and Principal on the provision of Audit Services 2019/20 6. Internal Audit Plan 2020/21 and supporting timeline 7. Internal Audit Reports: Henderson Loggie 8. Policy Schedule a. Plan and timeline 9. External Audit: Ernst Young Draft Report on the 2019/20 Audit 10. Audit Committee's Annual Report to the Board of Management 11. Final version of completed checklist for Code of Good Governance 12. Statutory Accounts 2019/20	Clerk Minute Secretary	
9/3/2021	Finance and General Purposes am	One to One Development Meetings	Chair Vice Chair Committee Members Clerk	Schedule of development meetings to be circulated
9/3/2021	Finance and General Purposes Committee meeting pm	Agenda: 1. Minutes of Previous Meeting 2. 2020-21 Financial Forecast Return – comparison v budget 3. Management Accounts to 31 January 2021 4. 2021-22 Budget process update 5. Estates Update 6. Update on Commercialisation 7. Risk Register 8. Emerging Issues	Convenor FD Clerk Minute Secretary	Committee Members to return Completed Committee Effectiveness Reviews to Clerk by 31 March 2018

		9. Policies due for Review 10. Committee Effectiveness Review		
8/6/2021	Finance and General Purposes Committee meeting pm	Agenda: 1. Minutes of Previous Meeting 2. Quarter 3 Management Accounts 3. Cash Flow Forecast 2020-21 4. Draft Financial Forecast Return 2020-2021 5. Update on Commercialisation 6. Emerging Issues 7. Estates Update 8. Risk Register 9. Policies due for Review	Convenor FD Clerk Minute Secretary	

BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2020-2021
Agenda item:

Committee Plan – Learning Teaching & Quality Committee: 2020-21

Date	Event	Agenda or Outcomes	Responsibility of	Notes
10/11/2020	LTQC Meeting	1. Minutes of Previous Meetings 2. EREP Final document for 2020-21 3. CCM Report 4. RIKE Report 5. Learning and Teaching Review update 6. Quality Cycle 7. Student Early Experience Survey 8. Implementation of Curriculum Strategy 9. MORAGGA 10. Emerging Issues 11. Policies due for Review 12. CAMP Report	Convenor Officer Clerk Minute Secretary Director of Learning and Teaching Director of Curriculum	
16/3/2021	LTQC Meeting	1. Minutes of Previous Meetings 2. CCM Report 3. RIKE Report 4. Learning and Teaching Review update 5. Quality Cycle 6. MORAGGA 7. Emerging Issues 8. Policies due for Review 9. CAMP Report	Principal Officer Clerk Minute Secretary	
15/6/2021	LTQC Meeting	1. Minutes of Previous Meetings 2. CCM Report 3. RIKE Report 4. Learning and Teaching Review update 5. External Verification visit Outcomes 6. Quality Cycle 7. Student Survey 8. MORAGGA	Principal Officer Clerk Minute Secretary	

		9. Emerging Issues 10. Policies due for Review 11. CAMP Report		

26 August 2020

Mr Richard Lochhead MSP

Minister for Further Education, Higher Education and Science

Scottish Government

By email,

Dear Minister,

We are writing to seek your views on an options appraisal for potential mergers within the University of the Highlands and Islands.

The chairs of four colleges have discussed the potential for mergers between academic partners. The chairs of North Highland, Inverness, West Highland and Moray colleges wish to carry out an options appraisal of a merger or mergers involving their partners and, potentially, if other boards are willing, other partners. We will also consider alliances or clusters that are short of full merger. The mergers we wish to explore are between academic partners rather than between partners and the University. This would not change the fundamental structure of the partnership. It would, however, reduce the number of partners.

The partnership has spent some time over recent years considering the way we operate. The partnership has agreed a set of actions through the Assembly process and, more recently, has agreed revised actions that also include our response to the covid-19 pandemic. This proposed options appraisal is complementary to that process and would, we believe, enable us to make more progress than through that programme alone.

We have shared this proposal with the chairs of all the academic partners with the university and invited their views. There is consensus support for the options appraisal.

Potential benefits

We see the potential benefits as being in:

- **Protecting and developing provision.** The core aim of any proposed merger would be that it should deliver a better outcome and experience for students. Having larger partners with multiple campuses would enable a merged entity to better network courses and offer provision and support that might not be economic in smaller partners alone – even within the larger partnership. While the curriculum review and the review of resource allocation that is currently underway in the partnership seek to support the same aim, it is easier to deliver these benefits through entities that manage academic resources as one unit.
- **Financial efficiency.** As well as the academic efficiencies described above, merger can save money though reduced costs of management and support services. Pressure on public funding is likely to be even greater in the coming years. Already, for the relatively protected academic year that has just started we are having to consider significant savings across the partnership. Even the largest partners within the UHI partnership are small in relation to colleges in the rest of Scotland. The partnership is exploring aligned services which may produce gains. These gains would be greater and more secure through mergers. Efficiency in

management and support means a greater proportion of funding supporting our student-facing services.

- **Simplification of the university partnership.** The options we want to explore do not change the structure of the university partnership. However, by reducing the number of partners, they enable the joint senior executive to operate more smoothly. It potentially creates greater opportunity for aligning services and making the partnership council a more conventional senior management team.

Options appraisal.

We want to look rigorously at what benefits potential combinations of partners would bring. Our proposal is that we develop a series of options, perhaps after discussion with other partners. These could involve several combinations of partners. If there is support for taking this proposal further, we would agree a set of criteria for appraising these options.

We would test the assumptions we have made above on better provision, financial efficiencies and effect on the wider partnership.

We would also want to take account of the culture of academic partners and the need to ensure that the model can protect or enhance geographic access to provision in all the areas served by the merging colleges.

The options appraisal will also consider deliverability of any proposals. We propose this change at a time when it is important that the focus of the partnership is assisting our region and its people recover from the economic impact of the covid-19 pandemic. It is important therefore that we only proceed with actions that can produce benefits quickly and have a high chance of success.

Next steps

This is clearly something that would require support from the Government and the SFC as well as from the university. Prior to committing time and resources to this appraisal, we would welcome your views on the proposal.

Our view is that, because of the current difficult times and the potential for these to continue, our colleges have a duty to consider every option. We recognise that the potential benefits we have outlined in this paper will not apply to every partner. We do not expect every partner to want to be part of this process. However, we do want to invite those boards that see benefits to be involved. We also want to be very open about the discussions and, if this progresses further, to work closely with the university administration in taking it forward.

We welcome your views. If there is any area where you would like further information, please let us know. We would also be very happy to meet if you would find that useful.

Yours sincerely,

Blair Sandison, chair North Highland College, **Sarah Burton**, chair Inverness College, **Derek Lewis**, chair West Highland College, **Peter Graham**, chair Moray College.

Draft communication from board chairs and principals to staff – 28th August 2020

Our university partnership has made great progress to improve the way we work, both individually and collegiately, particularly through the actions of the partnership assembly.

Our collective response to the COVID-19 pandemic has shown the vital role we play in supporting our region and our communities and has highlighted what we can achieve when we all collaborate. We have worked together to continue to deliver a personalised learning experience to all our students, and to provide a safe teaching and work environment for both students and staff. This has been achieved despite some of the most challenging financial, social and environmental circumstances many of us have seen in our working or personal lives.

You, as staff members, are central to this achievement and are pivotal in our ongoing success. Our sustainability, and the sustainability of the region as it recovers from this pandemic, are more important than ever in this ever-changing financial climate. It is now the shared view of a number of Chairs of academic partners (Inverness College UHI, Moray College UHI, North Highland College UHI and West Highland College UHI) that further options for change must be considered if we are to move forward and address the ongoing and new challenges our partnership faces.

To this end, we have formally sought the views and advice of the Scottish Funding Council and Scottish Government on a proposed options appraisal which, we hope, will identify a range of potential pathways for the closer alignment of services between groupings of academic partner colleges, if boards are willing.

This action complements the ongoing work of the partnership assembly project, including the partnership-wide curriculum review and the review of resource allocation currently underway.

We have already asked for the views of other board chairs in the university partnership, and, so far, the response has been positive. These discussions remain at a very early stage and will be further considered at the regional strategic committee this week. Importantly, the support of the Scottish Funding Council and Scottish Government would be required before an options appraisal could progress in the first instance.

It is our shared view that we have a duty to consider all options, from shared posts and common services to more formal groupings and potential mergers, so that we can better understand the demonstrable, and achievable benefits that closer alignment could bring. Be assured, that our focus is on our local provision, with a better, equitable student experience, but in the context of financial sustainability and a wider benefit for our partnership.

We wish to be open and transparent about these discussions, and to work closely with all partners and the university administration to take these discussions forward for the benefit of all of our staff, students and the communities we serve.

SIGNED

Chair

Principal