

**BOARD OF MANAGEMENT**

Meeting to be held

On 15 December 2020 by Teams

Agenda Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
<b>BM.20.07.01</b>	(i) Resignations	C Fair	Noting
	(ii) Appointments		
<b>BM.20.07.02</b>	Apologies for Absence	C Fair	Noting
<b>BM.20.07.03</b>	Any Additional Declarations of Interest including specific items on this Agenda.	Chair	Noting
<b>BM.20.07.04</b>	Minutes of previous Board meetings:	Chair	Decision
	(i) Draft Minutes of Board Meeting held on 27 October 2020 *		
	(ii) Draft Minutes of Special Board meeting held on 5 November 2020 *		
<b>BM.20.07.05</b>	Matters Arising from previous Board meetings:	Clerk	Noting
	(i) Matters Arising from Board Meeting held on 27 October 2020 *		
<b>BM.20.07.06</b>	Principal's Report – RESERVED *includes papers on		
	(i) Overview *	D Patterson	Discussion
	(ii) Student Recruitment and Enrolment update	C Newlands	Noting
	(iii) KPI's		
	(iv) Moray Growth Deal – verbal update	D Patterson	Noting
	(v) Update on Health and Safety – incident report	D Patterson D Duncan	
<b>BM.20.07.07</b>	Draft Minutes of Regional Strategic Committee 5 November 2020 *		Noting
<b>BM.20.07.08</b>	Draft Minutes of UHI Court 25 November 2020 *		Noting

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<b>BM.20.07.09</b>	Minutes of Committee Meetings		
	(i) Remuneration Committee 5-11-2020 *	M Easton	Noting
	(ii) Draft Minutes from Staff Governance Committee on 10-11-2020 *	S Mustard	Noting
	(iii) Draft Minutes from Learning, Teaching and Quality Committee 10-11-2020 *	A Campbell	Noting
	(iv) Draft Minutes from Finance and General Purposes on 24-11-2020 *	M Easton	Noting
	(v) Audit Committee on 24-11-2020 *	J McLeman	Noting
<b>BM.20.07.10</b>	Learning and Teaching	N Yoxall	Noting
	(i) Overview		
	(ii) EREP Final Report *		
	(iii) Student Early Experience Survey		
<b>BM.20.07.11</b>	Curriculum – verbal update	C Newlands	Noting
<b>BM.20.07.12</b>	Staffing reductions – consultation process verbal update -RESERVED	C Thomson/SLT	Discussion
<b>BM.20.07.13</b>	Finance Update	M Easton	Noting
	(i) Q1 Management Accounts *		
	(ii) F&GP – Annual Report to the Board *		
<b>BM.20.07.14</b>	Emerging Issues	Chair	Discussion
	(i) Update on UHI	Chair	Noting/discussion
	(ii) Position on UHI Shared Finance Options	D Patterson	Noting
	(iii) E-mail security	D Duncan	Noting/discussion
<b>BM.20.07.15</b>	Externally Facilitated Board Effectiveness Review *	Wylie & Bisset	Noting
<b>BM.20.07.16</b>	HISA Update	HISA	Noting
	(i) HISA Letter to the Board *	HISA	
	(ii) Response to HISA Letter	Board	Discussion
<b>BM.20.07.17</b>	Annual Health and Safety Report	D Duncan	Noting
	(i) Annual sign off of Health and Safety Policy Statement (Annually) *		

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	(ii) Health and Safety Questionnaire *		
<b>BM.20.07.18</b>	Date of next meeting – 28-1-2021	Clerk	Noting
<b>RESERVED ITEMS</b>			
<b>BM.20.07.19</b>	Reserved Minutes of Previous Board Meetings.	Chair	
	(i) Reserved Draft Minutes of Board Meeting 27 October 2020 *		Decision
	(ii) Reserved Draft Minutes from Special Board Meeting on 5 November 2020 *		
<b>BM.20.07.20</b>	Reserved Matters Arising/Actions from previous Board meetings:	Clerk	Noting
	(i) Reserved Matters Arising/Actions from Board Meeting 27 October 2020 *		
	(ii) Reserved Matters Arising/Actions from Special Board Meeting on 5 November 2020 *		
<b>BM.20.07.21</b>	Reserved Minutes from Committee Meetings		
	(i) Reserved Draft Minutes from Remuneration Committee on 5-11-2020*	M Easton	Noting
	(ii) Reserved Draft Minutes from Staff Governance Committee on 10-11-2020*	S Mustard	Noting
	(iii) Reserved Draft Minutes from Learning, Teaching and Quality Committee on 10-11-2020*	A Campbell	Noting
	(iv) Reserved Draft Minutes from Finance and General Purposes on 24-11-2020 *	M Easton	Noting
	(v) Reserved Draft Minutes from Audit Committee on 24-11-2020 *	J McLeman	Noting



**BOARD OF MANAGEMENT**  
**Draft Minutes of Meeting held on**  
**Tuesday 27 October 2020**  
**At 1330 hours by Teams**

**Present:**

Peter Graham (Chair)	Rosemary McCormack
David Patterson	Caroline Webster
Murray Easton	Jessie McLeman
Kyle Gee (HISA)	Deborah Newton
Hermione Morris	Paul Mitchell
Dawn McKinstrey	Seonaid Mustard
Anne Campbell	

**In Attendance:**

Shelly McInnes	Derek Duncan
Chris Newlands	Nikki Yoxall
Carolyn Thomson	Cathie Fair

Item		Action	Date
<b>BM.20.05.01</b>	<b>(i) Resignations</b>		
1.1	There were no resignations.		
	<b>(ii) Appointments</b>		
1.2	There were no new appointments.		
<b>BM.20.05.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies had been received from: Jeremie Fernandes El Melton		
<b>BM.20.03.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	No additional declarations of interest were noted.		
<b>BM.20.05.04</b>	<b>Minutes of previous Board meetings</b>		
	<b>(i) Draft Minutes of Board Meeting held on 1 September 2020</b>		
4.1	The Minutes were accepted as an accurate record of the meeting. Proposed: Anne Campbell Seconded: Seonaid Mustard		
	<b>(ii) Draft Minutes of Special Board meeting held on 29 September 2020 *</b>		
4.2	The Minutes were accepted as an accurate record of the meeting. Proposed: Anne Campbell Seconded: Rosemary McCormack		

Draft Minutes of Board Meeting 27 October 2020  
Agenda item: BM.20.07.04

<b>BM.20.05.05</b>	<b>Draft Matters Arising/Action sheet from previous Board meetings;</b>		
	<b>(i) Matters Arising from Board meeting held on 1 September 2020</b>		
	The majority of actions were completed apart from the following:		
<b>5.1 Action</b>	<u>8.4</u> - Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments Curriculum report had to be put on hold due to lockdown. Remains open	<b>Chris Newlands</b>	<b>When curriculum planning resumes.</b>
<b>BM.20.05.06</b>	<b>Principal's Report – RESERVED includes papers on</b>		
	<b>(i) Overview</b>		
6.1	The Principal's report provided updates on the following key areas:		
	<b>(ii) Strategic Planning</b>		
6.3.1	The paper on strategic planning recommended an extension of the current plan by one year and 3 pieces of work this year to gather the evidence base for the next plan regarding Covid lessons learned; estates strategy; and national and regional considerations.		
6.3.2	The Board questioned whether this would cause any breach of governance and provided an explanation for the extension was given it would not.		
6.3.3	The Board expressed concern about not being aligned with UHI Strategic Planning. There was a suggestion that this be raised at Partnership Council with a view to UHI delaying the process during the 'emergency years'.		
<b>Action</b>	DP to raise at Partnership Council	<b>DP</b>	Immediate
6.3.4	It was suggested that in the meantime, we add one new interim strategic objective related to the new working arrangements due to Covid-19.		
	<b>(iii) Draft Operational Plan 2020-21</b>		
6.3	The Operational plan provided confirmation of deadlines and strategic objective links for key tasks.		
	<b>(iv) KPIs</b>		
6.4.1	The Principal highlighted key points from the KPI's including the fact that SFC had suggested limiting FE programmes from 18 to 16 credits which Moray had acted upon. It was noted that other UHI Colleges had not however.		

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Agenda item: BM.20.07.04

6.4.2	It was noted that some KPIs had been adversely affected by Covid closure such as full cost recovery courses. Modern apprenticeships and Foundations apprenticeships had also been adversely affected by uncertainty over work placements. FE Attainment was highlighted as being positive and Student Satisfaction had achieved 85%.		
6.4.3	The Board noted there is no Staff Survey planned for this year and the Board questioned whether there is any other measure to monitor staff wellbeing. Staff Sickness reporting, regular management meetings and the White Wall were cited.		
6.4.4	Board members questioned withdrawals from HE courses and Nikki provided some insights into the reasons behind this.		
	<b>(v) Moray Growth Deal</b>		
6.5	This element is reserved and the minute held in confidence		
	<b>(vi) Update on Health and Safety</b>		
6.6	Derek reported that in terms of incidents on site, this has been very low as there are so few students and staff on site at any given time. However, as of this morning, there have been 14 people tested with 1 positive test. The person involved has not been present in College since 9 October however.		
<b>BM.20.05.07</b>	<b>Draft Minutes of Regional Strategic Committee 1 September 2020.</b>		
7.1	Minutes of the Regional Strategic Committee were circulated for information.		
<b>BM.20.03.08</b>	<b>Draft Minutes of UHI Court 23 September 2020</b>		
8.1	The Minutes were circulated for noting. The Board expressed concerns about the partnership Agreements currently being drawn up as these had not been seen by the Board. Concern was also raised over reference to the Voluntary Severance Scheme within UHI when this in fact related to Executive Office Staff only. The use of UHI reserves to fund this was also an issue of concern. ME had taken exception to the wording of Minutes which he felt did not accurately reflect discussions. The Board requested the Chair write to UHI raising these concerns.		
<b>Action</b>	To write to Garry Coutts and Crichton Lang raising above concerns	<b>PG</b>	Immediate
<b>BM.20.05.09</b>	<b>Minutes of Committee Meetings</b>		
	<b>(i) Draft Minutes from F&amp;GP Meeting on 22 September 2020</b>		

Draft Minutes of Board Meeting 27 October 2020  
Agenda item: BM.20.07.04

9.1	The Minutes were circulated for information.		
	<b>(ii) Draft Minutes from Audit Committee meeting on 6 October 2020 *</b>		
9.2	The Minutes were circulated for noting and JMCL highlighted some of the key points contained within including conclusions from Internal Audit Reports, EY's Annual Audit Plan Addendum. It was noted that the Financial Accounts will not be presented at the November Joint Audit/F&GP Committee. As a result, it may be necessary to reschedule this meeting.		
<b>Action</b>	Convenors to liaise with SM over this.	<b>JMCL ME SM</b>	<b>As required</b>
<b>BM.20.05.10</b>	<b>Learning and Teaching – verbal update</b>		
10.1	Nikki provided a verbal update on learning and teaching. There will be no external EREP required this year although an internal EREP paper will go to the next LTQC. Success rate for full time students was 74% last year which is a very positive outcome. College has achieved 98.5% retention which is better this year. MORAAGA meetings are taking place. FE students are taking a bit longer to settle in due mainly to technology issues. Feedback on induction has been very positive. The Blended approach has been well received with course teams tailoring their own induction rather than centralised. Outcomes from the Student Early Experience Survey will be presented to LTQC on 10 November. Students with a mix of practical and online delivery appear to have a higher level of satisfaction. Brightspace is central to our delivery and a member of staff has been deployed to support students with digital access. Staff are being supported by Brightspace Champion – Mike McGlynn. The Learning Coach has been very active. In terms of assessment, as a College Moray is well ahead of the game. There is frustration over a lack of guidance from awarding bodies. The Board thanked the staff for how well engaged they are whilst seeking reassurance over students who are feeling somewhat adrift. There is a Counsellor working in College to support students and the Guidance Team and Learning Support Workers are working extremely hard.		
<b>BM.20.05.11</b>	<b>Curriculum – verbal update</b>		
11.1	Chris provided an update on Curriculum. Course teams are now turning their attention to further		

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	<p>recruitment with a focus on short courses with a flexible delivery model. Future Skills Pathways are being offered on a regional basis. Kickstart DYW are working with employers with 30 young people about to start and a further 30 in the pipeline. Jackie Andrews and Academic Partnerships are working with PACE, gathering intelligence to identify courses we should develop. There is a regional exercise to determine how prepared we are for Semester 2 looking at 2 different scenarios. Course teams are currently working on these scenarios with some courses prioritising practical in Semester 1 should there be a second lockdown. UHI are currently undertaking a Tertiary Curriculum review to be completed by March 2021 and implementation September 2021. Concern was expressed over the timescales. A centrally devised regional curriculum plan may not give us the autonomy we currently have.</p>		
<b>BM.20.05.12</b>	<b>Staffing Reductions</b>		
12.1	This item is reserved and the minute held in confidence.		
<b>BM.20.05.13</b>	<b>Emerging Issues</b>		
	<b>(i) Update on UHI</b>		
13.1	DP welcomed the news that 6 smaller Colleges have been in consultation over closer collaboration and sharing resources.		
	<b>(ii) Board Recruitment</b>		
13.2.1	Two new Board members have now been confirmed as appointments to the Moray College Board by the University Court. Induction will be organised shortly and they will join the next Board meeting.		
13.2.2	Recruitment continues for a third Board member with a predominantly financial background.		
<b>BM.20.05.14</b>	<b>HISA Update</b>		
14.1	A HISA report had been circulated for noting. It had been difficult to continue operating some of the Clubs and Societies with the social distancing requirements although a UHI Debating Society was working well. Feedback from students indicates that some students are feeling isolated and lonely and not particularly enjoying online learning. Class Rep meetings are about to resume and the Board asked to be kept informed of these once they are up and running.		
<b>BM.20.05.15</b>	<b>Date of next meeting – 5 November 2020</b>		
<b>RESERVED ITEMS</b>			
<b>BM.20.05.16</b>	<b>Draft Reserved Minutes of Previous Board Meetings:</b>		



Draft Minutes of Board Meeting 27 October 2020  
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	<b>(i) Reserved Draft Minutes of Board Meeting held on 1 September 2020</b>		
16.1	This item is reserved and the minute held in confidence.		
	<b>(ii) Reserved Draft Minutes from Special Board meeting on 29 September 2020</b>		
16.2	This item is reserved and the minute held in confidence.		
<b>BM.20.05.17</b>	<b>Reserved Matters Arising/Actions from previous Board Meetings</b>		
	<b>(i) Draft Reserved Matters Arising of Board of Management meeting held on 1 September 2020</b>		
17.1	This item is reserved and the minute held in confidence.		
	<b>(ii) Draft Reserved Matters Arising from Special Board of Management meeting held on 29 September 2020</b>		
17.2	This item is reserved and the minute held in confidence.		
<b>BM.20.05.18</b>	<b>Reserved Minutes from Committee Meetings</b>		
	<b>(i) Reserved Draft Minutes from F&amp;GP Meeting on 22 September 2020</b>		
18.1	This item is reserved and the minutes held in confidence.		
	<b>(ii) Reserved Draft Minutes from Audit Committee meeting on 6 October 2020</b>		
18.2	This item is reserved and the minute held in confidence.		

Agenda item:



**BOARD OF MANAGEMENT**  
**Draft Minutes of Special Meeting held on**  
**Thursday 5 November 2020**  
**At 1230 hours by Teams**

**Present:**

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

**In Attendance:**

Shelly McInnes	Derek Duncan
Carolyn Thomson	Nikki Yoxall
Cathie Fair	

Item		Action	Date
<b>BM.20.06.01</b>	<b>Resignations and Appointments</b>		
1.1	<b>Resignations:</b> There were no resignations <b>Appointments:</b> Hugh Hamilton Stewart McCracken		
<b>BM.20.06.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from: <ul style="list-style-type: none"> <li>• El Melton</li> </ul>		
<b>BM.20.06.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	It was noted that the Staffing Cost Reductions item BM.20.06.05, could apply to any member of staff.		
<b>BM.20.06.04</b>	<b>Date of Next Meeting – 15 December 2020.</b>		
<b>RESERVED</b>			
<b>BM.20.06.05</b>	<b>Staffing Cost Reductions – approval of</b>		
	<b>(i) Voluntary Severance Scheme</b>		
	<b>(ii) Annexe B</b>		
5.1	This item is reserved and the Minute held in confidence.		

**Matters Arising/actions from Board Meeting 27 October 2020**  
**Agenda Item: BM.20.07.05**

ITEM		ACTION BY	DATE	Update
<b>BM.20.05.05</b>	<b>Draft Matters Arising/Action sheet from Board meeting on 1 September 2020</b>			
5.1	8.4 - Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments Curriculum report had to be put on hold due to lockdown. Remains open	<b>Chris Newlands</b>	When curriculum planning resumes	
<b>BM.20.05.06</b>	<b>Principal's Report</b>			
	<b>(ii) Strategic Planning</b>			
6.3.3	The Board expressed concern about not being aligned with UHI Strategic Planning. There was a suggestion that this be raised at Partnership Council with a view to UHI delaying the process during the 'emergency years'.	<b>DP</b>	ASAP	
<b>BM.20.03.08</b>	<b>Draft Minutes of UHI Court 23 September 2020</b>			
8.1	The Minutes were circulated for noting. The Board expressed concerns about the partnership Agreements currently being drawn up as these had not been seen by the Board. Concern was also raised over reference to the Voluntary Severance Scheme within UHI when this in fact related to Executive Office Staff only. The use of UHI reserves to fund this was also an issue of concern. ME had taken exception to the wording of Minutes which he felt did not accurately reflect discussions. The Board requested the Chair write to UHI raising these concerns.	<b>PG</b>	ASAP	
<b>BM.20.05.09</b>	<b>Minutes of Committee Meetings</b>			
	<b>(ii) Draft Minutes from Audit Committee meeting on 6 October 2020 *</b>			
9.2	The Minutes were circulated for noting and JMcl highlighted some of the key points contained within including conclusions from Internal Audit Reports, EY's Annual Audit Plan Addendum. It was noted that the Financial Accounts will not be presented at the November Joint Audit/F&GP Committee. As a result, it may be	<b>JMcl/ME/SM</b>	Immediate	

**Matters Arising/actions from Board Meeting 27 October 2020**  
**Agenda Item: BM.20.07.05**

	necessary to reschedule this meeting. Convenors to liaise with SM over this.			



## Academic Partner Status Report

<b>Academic partner</b>	Moray College UHI
<b>Prepared by:</b>	Principal
<b>Date:</b>	16 November 2020
<b>Period covered:</b>	1 September to 30 November 2020
<b>Notable accomplishments:</b>	
<p>The college responded at very short notice to the revised guidance from the SFC that full-time FE programmes in 20/21 should have a maximum of 16 credits rather than 18+. All our full-time programmes were reviewed and then the vast majority were put through the college's approvals and modifications quality assurance process in a matter of days to enable these revisions to be put in place as students joined for Semester 1.</p> <p>These changes to curriculum have enabled the college to prioritise the delivery of socially-distanced practical sessions with smaller group sizes across the full range of its curriculum, and so to minimize the risk of students' failure to achieve these employment-related elements of their courses in the event of a future lockdown.</p> <p>At the same time these credit changes have released college resource to design and deliver a wider range of short course provision to support economic recovery in Moray. In this quarter, the college has delivered support to those at risk of unemployment and those seeking to re-enter the labour market on a scale that would have previously been delivered in a full year.</p> <p>The downside of this accomplishment has been reduced credits earned for full-time programmes and a change in the mix of delivery towards provision that requires greater resource and generates less per capita income.</p>	
<b>Significant events/ awards:</b>	
<p>The most significant event in this period has been the college and university graduation which followed agreed UHI protocols and sought to celebrate the achievement of our first ever cohorts to achieve their qualifications during a global pandemic lockdown. As in a 'normal' year, we celebrated achievement, outstanding effort and resilience, and progression into careers through both our printed and social media outlets.</p>	
<b>Collaboration with other academic partners:</b>	
<p>The online graduation activity was another great example of collaboration across partners and Executive Office functions at this time.</p> <p>The continuation of regular twice-weekly meeting of the UHI 'Crisis Management Group' leaders from across the partnership has been an on-going example of how this partnership can and should be run.</p>	
<b>Issues or concerns:</b>	
<p>The SFC have supported financial stability by guaranteeing FE credit income over this 2020-22 'Emergency Years' period (SFC Review), to enable colleges to focus on doing the right things for our students at this time. Moray would therefore be very concerned if the SFC or Region sought to base any future changes in FE funding levels per partner based on credit activity in these years (particularly if Moray is the only partner to have followed SFC guidance in this matter).</p>	

# Regional Strategy Committee (RSC)

Thu 05 November 2020, 11:00 - Thu 05 November 2020, 14:30

Webex Teams: 143378345@uhi.webex.com

## Attendees

### In attendance

#### Board members

Garry Coutts (Chair), Beverly Clublely (Vice-Chair), Michael Foxley (Vice-Chair), Andrew Campbell (Chair Argyll College UHI), Blair Sandison (Chair North Highland College UHI), Brian Crichton (Chair Perth College UHI), Bruce Robertson (Independent), David Sandison (Chair NAFC UHI), Diana Murray (Chair SAMS UHI), Fiona McLean (Member - Court), Florence Jansen (HISA President), Sarah Burton (Chair Inverness College UHI), Willie Printie (Member - Court), Crichton Lang (Interim Principal and Vice Chancellor), Angus Campbell (Member - Highlands and Islands Enterprise)

### In attendance

Fiona Larg (Chief Operating Officer & Secretary), Niall McArthur (Director of Corporate Resources), Lydia Rohmer (Vice Principal - Tertiary), Gary Campbell (Vice Principal - Strategic Development), John Kemp (Vice Principal Further Education), Max Brown (- in part), Ali Jarvis (Meeting coach), Nicholas Oakley (Clerk)

## Meeting minutes

### 1. Welcome

 RSC Agenda - 5 Nov 2020 CWL.pdf

#### 1.1. \*Welcome & apologies

The Chair opened the meeting and noted the apologies from Gary Campbell.

#### 1.2. \*Declarations of Interest

There were no declarations of interest.

#### 1.3. AOCB

An updates on technology developments was requested. G Campbell to produce a briefing note for circulation to members after the meeting.

## 2. Governance

#### 2.1. \*Minutes of the last meeting: held on 1 September 2020

The Committee **approved** the minutes of the previous meeting as an accurate record.

 RSC20-21-014 Minutes\_Regional Strategy Committee (RSC)\_010920.pdf

**Decision**  
Nicholas Oakley

## 2.2. \*Matters Arising

The Committee **noted** the matters arising, and the following key updates:

**Finance workstream work** – progress was continuing on this workstream. Since the last meeting of the Committee, F&GP had considered and agreed a plan, with good discussion on the proposals, with partnership finance directors now more involved. It was agreed that an all-partnership meeting would be needed to discuss the workstream.

Action: Meeting on the finance workstream work to be scheduled to involve partnership executives and non-executive.

Action: Members requested that the membership of the Finance Director Practitioners' Group be circulated to the Committee.

**EO evaluation.** Members heard that the narrative was included in the report on the agenda, but the full reports would be included in the annex to Committee papers for future meetings. The I-PVC reported that the EO evaluation panel would be meeting on 17 November to sign off the work plan. It was agreed that the plan would then be circulated to the Committee members after that meeting.

Action: Circulate EO evaluation work plan after meeting on 17 November to RSC members.

**Dashboard.** Members heard that the Chairs and Vice-Chairs had and would continue to monitor and give feedback to the executive on the contents of the dashboard reporting.

 RSC20-21-015 Matters Arising 20201028 .pdf

## 2.3. \*Review of Delegated Decisions

There were no delegated decisions reported.

## 2.4. Update on 'meeting coach'

The Committee received a presentation from Ali Jarvis, the meeting coach, on her progress to date, initial observations, and her proposed next steps.

A Jarvis reported that the key elements for measuring Committee impact included a shared strategic purpose in line with the Committee remit, the importance of balancing 'dual' roles, executive input and scrutiny of delivery, and behaviours, culture and relationships. A Jarvis also remarked upon the importance of setting a destination, as well as a direction, of travel in much of the change projects and programmes.

A Jarvis reported that the next steps would include one to one meetings with Committee members, ongoing feedback on meeting observations, and a committee governance 'temperature' check.

The Committee **welcomed** the approach and the articulated benefits and next steps proposed. In the subsequent discussion the following points were also raised by members:

1. Concerns about the working relationships between executives and non-executives and the importance of close, candid collaboration.
2. A reluctance perceived by some members to engage in 'frank and blunt' dialogue on serious issues facing the partnership. Contrariwise, some members felt the commitment to respectful dialogue was working well and was paramount, but should not impede robust and constructive challenge.
3. That the work and findings of the meeting coach should be applied to all university committees where possible.

Action: Chair and meetings coach to meet to explore lessons learned and alignment of RSC in wider governance arrangements.

Action: Meetings coach to produce a brief summary after each meeting identifying key observations.

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## 3. Strategic Issues

Nicholas Oakley

**Verbal**  
John Kemp

### 3.1. \*SFC Review and RSB evaluation

The Committee received an update on the SFC review and the regional strategic body (RSB) evaluation. Members heard that the RSB evaluation had been widened to include structural issues facing the university partnership, and it was important to respond separately to these two pieces of work.

On the RSB evaluation response, members **agreed** to respond proactively and positively on the specific issues raised, note and show commitment to increased pace on the recommendations which were largely covered by existing partnership activities.

Action: J Kemp and F Larg to draft a response to the RSB evaluation and circulate to members, Chairs, and principals for comments.

On the SFC review, members **agreed** that a meeting was needed to provide the executive a steer on the response and fully articulate and respond to both external expectations and drivers (e.g. job creation, health, inequalities) as well as formulating a strong defence of particular areas (e.g. rurality funding, distributed model of delivery).

Action: Seminar on the SFC phase 2 review in early 2021.

 RSC20-21-017 SFC Review RSC paper 051120 - draft.pdf

### 3.2. Potential UHI/SRUC collaborations

Fiona Larg/Crichton Lang

The Committee discussed a proposal for closer collaboration with SRUC. The members heard that Partnership Council had discussed the benefits and areas of opportunity, for instance in service provision, research and knowledge exchange. The I-PVC reported that the Partnership Council were supportive of further work to explore a range of closer working opportunities, however there was not broad support for a full institutional merger. The PC had also requested that the exploratory work being proposed ensured a clear case for benefits to the university partnership.

Members **noted** the PC discussion, and **agreed** to explore the opportunities and synergies with SRUC once a meeting between SRUC and UHI executives to discuss and agree the scope and details of the proposal. They also noted the importance of understanding how this proposal would fit in with existing partnership alignment work, the latter of which should be prioritised.

Members noted that the terminology used in the paper, particularly reference to 'non-metropolitan' areas, failed to recognise or represent the diversity of the partners, and should be updated or better defined.

Action: SRUC/ UHI collaboration scoping meeting.

 RSC20-21-018 SRUC.pdf

### 3.3. Strategic Plan - feedback from workshop and next steps

Fiona Larg

The Committee **noted** the strategic plan feedback. Members **approved** the next steps, including another workshop involving AP chairs, Court members, SMT, and principals at the end of January 2021 to look at higher level framework of the plan. Members also **agreed** that it was important to keep University Court ownership of the plan at the forefront of discussions and ensure responsibility for the plan will ultimately remain with Court.

 RSC20-21 019 Strategic plan feedback from workshop and next steps.pdf

### 3.4. SIP/SDS and Regional Economic Recovery - feedback from workshop and next steps

The Committee **noted** the feedback and **approved** the next steps.

**Verbal**  
John Kemp/Lydia Rohmer

## 4. Student numbers


### 4.1. \*Future distribution of FE credit target


John Kemp


The Committee **noted** the proposal on the future distribution of FE credit targets. Members heard that concerns were raised by Partnership Council that they had not had an opportunity to discuss or consider it fully. The Committee members **agreed** that there was a need to approach this strategically, and **agreed** that Partnership Council evaluate it further before returning to the Committee for approval.

Action: Proposal on the distribution of FE credit targets to be considered further by Partnership Council before returning to RSC.

 RSC20-21-021 Future distribution of FE credits051120.pdf

 FERB010\_FE\_Credits V217-18.pdf

 FERB010\_FE\_Credits V218-19.pdf

 FERB010\_FE\_Credits V219-20.pdf

## 5. Finance




## 5.1. \*AP Financial Information Update

Niall McArthur

The Committee received an update on the AP financial information from Niall McArthur. Although revised cash flows were still awaited for Perth and Moray, he reported that there will be an overall forecast cash deficit for 2020/1. The implications of this include a potential reduction in FE funding. Following questions from members, N McArthur reported that he was largely satisfied with the reported mitigations and plans in place to reduce the deficits, although he noted that their efficacy would not be fully known until receipt of the management accounts and final financial statements for 2019/20.

The Committee **noted** the update as well as the information provided by members on the deficit and liquidity issues facing the sector more widely.

 RSC20-21-022 AP Financial Monitoring - October 2020.pdf

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## 6. Curriculum

### 6.1. Preparations for Semester 2 - update on any further adjustments/delivery adjustments

BB/SE For HE/JK For FE

The Committee received an update on preparation for semester 2. The I-PVC reported that the crisis management group continue to meet twice weekly and this issue is on their agenda. He reported that the partnership was continuing to respond to development and implement further adjustments and mitigations, particularly around placement management, for semester 2.

The Committee **noted** the update.

 RSC20-21-023 RSC Report on Readiness.pdf

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## 7. Economic Recovery and Funding

### 7.1. \*HIE/UHI Seminars

Crichton Lang

The Committee discussed the HIE/ UHI seminars, a joint programme of activities planned for 2021. The I-PVC reported that UHI was now leading on these events.

The Committee **noted** and recognised the value of these events, but there were concerns raised about the lack of appropriate fora that cover the entire partnership region, and a lack of focus on the economic recovery or a fully regional economic planning structure. Members recognised the need to involve Scottish Enterprise to cover all regions covered by the UHI partnership, including Perth, Argyll, and Moray. Members also discussed the potential opportunities for economic partnership regions and agreed that discussions with HIE take place to take this forward.

Action: Follow up meeting(s) with HIE to discuss potential solutions to a fully regional economic forum. J Kemp, M Foxley to report back to RSC on developments.

 RSC20-21-024 HIEUHI Strategic Forum .pdf

### 7.2. Potential new curriculum offer in semester 2

John Kemp

The Committee **noted** the paper without further discussion.

 RSC20-21-025 Semester 2 paper 051120.pdf

### 7.3. \*Potential sources of funding for new activity

Niall McArthur

The Committee noted the paper on sources of funding for new activity, and requested regular updates particular on where applications had been made (or not made) and the rationale behind these decisions.

Action: Regular updates to RSC on funding applications and rationale (Niall McArthur).

 RSC20-21-026 College Funding Streams 2020-21v2.pdf

### 7.4. Update on regional economic structures

[Discussed under item 7.1]

### 7.5. \*Update for MSP's paper

Alison Lochhead

The Committee noted and **agreed** the briefing letter for MPs/MSPs, and requested that the distribution list be widened to all candidates and chief executives of political parties, not just sitting members of parliament.

Action: Circulate briefing letter to MPs/ MSPs, candidates and chief executives. (I-PVC and Comms team)

## 8. Progress / Monitoring

### 8.1. \*Update on Change Management Plan

Max Brown

[M Brown joined the meeting]

The Committee received an update from Max Brown on the change management plan. He reported that:

1. The curriculum review was underway and progressing well with all partners engaged. The principals steering group were also meeting regularly and the workstream involved a substantive overhaul of the curriculum, with a key deliverable expected in March 2021.
2. The RAM consultation was now active, with a view to providing feedback to Partnership Council; in February 2021.
3. The EO evaluation panel was meeting on 17 November.
4. Three income generation workstreams have now been consolidated and assigned an executive lead (Debbie Murray).
5. Financial planning and mitigation and aligned and common finance services is marked as 'red' and will be discussed at PC. M Brown reported that there were currently no substantive options for making the necessary financial savings required.

Members **noted** the update and the need to reflect upon lessons learned, successes, and challenges.

[M Brown left the meeting]

 RSC20-21-028 Change Management plan update 2, Nov 20.pdf

### 8.2. Dashboard

Fiona Larg

The Committee **noted** and welcomed the dashboard report.

 RSC20-21-029 Dashboard.pdf

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## 9. \*AOB


### 9.1. Options appraisal for alignment of colleges within the partnership

John Kemp

The Committee **noted** the update on the alignment of colleges within the partnership options appraisal.

Members heard that HISA were fully supportive and were seeking timely progress and change.

Clarity was sought on the background and interdependencies of the two strands of options appraisals being discussed; J Kemp agreed to provide additional background and context to members outwith the meeting.

 RSC20-21-030 paper on alignment 051120.pdf

### 9.2. I-PVC

The Chair reported that this would be the last Regional Strategy Committee meeting for the Interim Principal and Vice Chancellor, Professor Crichton Lang, who was retiring in December 2020. The Chair and the Committee members expressed their gratitude for Professor Lang's leadership throughout his tenure, and their appreciation for the skills and credibility he brought to the institution as an experienced academic. They also noted his instrumental role in the university achieving tDAP and rDAP powers. The Chair noted that Professor Lang had entered the role of I-PVC at an especially difficult time and his leadership, stewardship, and collegiate approach was highly appreciated across the university partnership community.

#### 9.2.1. Close of meeting

There was no other business and the Chair closed the meeting.

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## 10. Post-Meeting Action Summary

[Post-meeting summary of the actions listed above]

1. G Campbell to produce a briefing note for circulation to members after the meeting.
2. Meeting on the finance workstream work to be scheduled to involve partnership executives and non-executive.
3. Members requested that the membership of the Finance Director Practitioners' Group be circulated to the Committee.
4. Circulate EO evaluation work plan after meeting on 17 November to RSC members.

5. Chair and meetings coach to meet to explore lessons learned and alignment of RSC in wider governance arrangements.
6. Meetings coach to produce a brief summary after each meeting identifying key observations.
7. J Kemp and F Larg to draft a response to the RSB evaluation and circulate to members, Chairs, and principals for comments.
8. Seminar on the SFC phase 2 review in early 2021.
9. SRUC/ UHI collaboration scoping meeting.
10. Proposal on the distribution of FE credit targets to be considered further by Partnership Council before returning to RSC.
11. Follow up meeting(s) with HIE to discuss potential solutions to a fully regional economic forum. J Kemp, M Foxley to report back to RSC on developments.
12. Regular updates to RSC on funding applications and rationale (Niall McArthur).
13. Circulate briefing letter to MPs/ MSPs, candidates and chief executives. (I-PVC and Comms team)



# University of the Highlands and Islands

University Court

Wed 25 November 2020, 14:00 - Wed 25 November 2020, 16:00

By VC Webex Teams


## Present

Garry Coutts (Chair), Crichton Lang (Interim Principal and Vice Chancellor), Fiona McLean (Vice Chair), Florence Jansen (HISA President), Michael Foxley (FE Regional Lead), Anton Edwards (Rector - Chair of Foundation), Linda Kirkland (Chair FGPC), Willie Printie, Rosemary McCormack, Andrea Robertson, David Sandison (Chair), Kirsty Macpherson, Poonam Malik, Sarah Helps, Brian Crichton, John Kemp (Vice Principal Further Education), Sara O'Hagan, Malcolm Burr, Angus Campbell, Jack Shetata, Andrea Robertson, Beverly Clubley (Observer), Lydia Rohmer (Vice Principal - Tertiary), Neil Simco (Vice Principal Research & Impact), Stuart Gibb (Vice Principal - International), Fiona Larg (Chief Operating Officer & Secretary), Gary Campbell (Vice Principal - Strategic Development), Roger Sendall (Director of Corporate Governance), Niall McArthur (Director of Corporate Resources)

## Meeting minutes

### 1. WELCOME & APOLOGIES

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

 Court Agenda 25 November 2020 .pdf

#### 1.1. Apologies

Apologies were received from Gareth Davies and Lesley Cole

#### 1.2. Declarations of Interest

- The chair of Perth College UHI declared an interest in item 6.2.1.
- The chair of Shetland UHI Ltd and NAFC Marine Centre UHI declared an interest in item 6.1.

#### 1.3. Notification of other business

None.

#### 1.4. Starring

Item 6.1 was unstarred.

Items 4.1, 6.3 and 9.2 were starred for discussion.

#### 1.5. PRESENTATION

Court received a brief presentation from the University's Equality and Diversity Adviser in relation to the Public Sector Equality Duties and board member responsibilities, various initiatives that are being progressed across the university partnership, future opportunities/ challenges. key issues and associated compliance and reporting obligations.

The Equality and Diversity Adviser undertook to produce a recorded resource for members of Court and Academic Partner Boards in relation to PSED and also to facilitate a dedicated workshop and question and answer session for members of Court and AP Chairs before the end of January 2021.

Court thanked the Equality and Diversity Adviser for providing an interesting and stimulating presentation.

1.5.1.

Stuart Hall

## 2. MINUTES OF MEETINGS

## 2.1. Approval of the minutes of 23 September 2020

The Court resolved to approve the minutes of the above meeting subject to one minor amendment:

To add an action to section 11 regarding the circulation of background information relating to the University's Student Residences Project.

It was noted that this action was complete and that relevant documents were available to view on admin control.

[UC20-073 Minutes\\_University Court\\_230920.pdf](#)

## 2.2. Matters Arising

The Court reviewed the paper setting out actions and matters arising from the previous minutes.

[UC20-074 Matters and actions 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 committee meetings.

### 2.4.1. Audit Committee

Court noted the draft minutes of a joint meeting held with the Finance and General Purposes Committee and the University's external auditors on 16th November 2020 to review the University's draft financial statements and accounts for the year ended 31st July 2020.

The following points were noted:

- Court noted that the committee was concerned to have received an internal audit report indicating that current arrangements and plans to address financial sustainability challenges were not effective and that urgent and proactive actions are needed to deliver substantial cost base savings across the partnership including a turnaround strategy.

[UC20-075 Minutes\\_Audit Committee \(Joint with FGPC\)\\_161120.pdf](#)

### 2.4.2. Finance and General Purposes Committee

Court noted the draft minutes of a joint meeting held with the Audit Committee and the University's external auditors on 16th November 2020 to review the University's draft financial statements and accounts for the year ended 31st July 2020.

The following points were noted:

- Court noted that the committee shares the Audit committee's concerns in relation to implementing savings and addressing financial challenges. The committee believes that a new plan is urgently required to clearly identify actions and options that will enable the University partnership to deliver a breakeven budget decision. The committee agreed that this new plan must include financial information including actual savings targets and deadline dates by which time actions will be implemented and savings targets achieved.
- FGPC had reluctantly agreed by a majority decision to increase the headline rent in student residences in accordance with inflation. This had been a difficult decision in the context of continued under occupancy and financial pressures in students and the rent setting strategy would be reconsidered for 2022/23.

[UC20-076 Minutes\\_Finance & General Purposes Committee \(Joint wi\\_161120.pdf](#)

### 2.4.3. Regional Strategy Committee

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

[UC20-077 Minutes\\_Regional Strategy Committee \(RSC\)\\_051120\(1\).pdf](#)

#### 2.4.4. Academic Council/Activity Report

Court noted the Academic Council Activity Report dated 18th November 2020.

[UC20-078 AC Officers Report \(24 September 2020\).pdf](#)

#### 2.4.5. Foundation

Court noted the draft minutes of the Foundation meeting held on 19th November 2020.

[UC20-079 Minutes\\_UHI Foundation\\_191120-1.pdf](#)

#### 2.4.6. Nominations Committee

Court noted the minutes of the meeting held on 30th October 2020.

Court noted that Dr Foxley should be consulted on development of a new role description for the FE Regional lead.

[UC20-080 Minutes\\_Nominations Committee\\_301020.pdf](#)

#### 2.4.7. Remuneration Committee

Court noted the minutes of the meetings held on 30th September and 7th October 2020.

Court noted that the outcome of the University's 2020 Voluntary Severance Scheme amounted to approximately 6 FTEs or £300k per annum (three severances plus a number of applications for a reduction in hours). The Finance and General Purposes Committee had originally hoped to achieve £500k of savings via the scheme.

[UC20-081 redacted Minutes\\_UHI Remuneration Committee - VSS Applications\\_300920 \(1\)\\_Redacted.pdf](#)

[UC20-081 Redacted Minutes\\_Remuneration Committee\\_071020 \(2\)\\_Redacted.pdf](#)

Fiona Larg

### 3. CHAIRMAN/PRINCIPAL'S COMMENTS

The chair reported that transition arrangements related to the retirement of the interim Principal and Vice Chancellor and the appointment of Professor Todd Walker with effect from 1st February 2021 as the University's new permanent Principal and Vice Chancellor were progressing well with weekly meetings and good information exchanges.

Court noted that Professor Neil Simco would act as interim Principal and Vice Chancellor for the intervening period following Professor Lang's retirement and Professor Walker's arrival.

#### 3.1. Quarterly Status Report

Court noted the report for the period 1st September - 30th November 2020.

[UC20-082 November 2020 SMT and AP quarterly report.pdf](#)

#### 3.2. Vice Chancellor's Report

Court received a verbal report from the Principal and Vice Chancellor in connection with key activities, operational challenges and successes from the past quarter. The following points were noted:

- The University had further cemented its status as an anchor institution within the region and this position had been enhanced and evidenced further by the recent independent economic impact reports completed by Biggar Economics.
- Whilst there had been a dip in the recruitment of further education students resulting from the ongoing covid pandemic and challenges of delivering some courses on campus, higher education recruitment had actually increased on the previous year and the University's expertise and experience in delivering quality blended learning was evident.
- The University had implemented important new curriculum during the lockdown including successful partnerships with the private sector with Optometry and Applied Software Development proving to be extremely successful.
- First year University students studying the Applied Software Development course with IBM had recently achieved first, first and second prize in a prestigious global competition to design solutions to assist with water poverty, natural disaster recovery and climate change issues from a field of over 900 entries.
- The current economic and funding environment is particularly challenging. SFC funding is under severe pressure, there is continuing uncertainty around Brexit, increased competition and challenges associated with the ongoing coronavirus pandemic. In this context it is essential that the University adapts and acts quickly to implement changes that will reduce costs and help to deliver a financially sustainable delivery model mindful of the need to maintain a quality learning experience.

### 3.3. Crisis Management Action Plan


Court discussed paper UC20-083 prepared by the Project Manager setting out progress with delivering and implementing workstreams contained within the University partnership's change management plan.

Court noted that good progress had been made in a number of areas and acknowledged that the partnership had worked very well during the current pandemic to ensure business continuity, to support learners and to recruit new students. However, progress with implementing critical financial workstreams was too slow and there was a clear need to identify the scale of the financial challenge for the partnership and to obtain a genuine commitment from the University and all academic partners to collectively identify and implement actions to deliver required savings in accordance with defined timescales.

It was noted that a special meeting of the Partnership Council had been convened for 2nd December 2020 for this purpose. It was noted that a subsequent special meeting of Court and academic partner chairs would also be convened in December.

Following due consideration and discussion Court agreed that the following guiding principles and delivery targets should be implemented by the University and by Academic Partners collectively to reduce financial deficits and to develop a financially sustainable and successful university partnership:

1. The University recognises the central importance of student experience and our wider academic outputs and, notwithstanding the need for efficiencies and transformation in the way we work we commit ourselves to excellence in these areas.
2. Issues of trust, behaviour and internal politics will not impede our progress. All options will be open for consideration.
3. All initiatives must demonstrate benefit in financial terms and on agreed timescales and should seek to avoid any negative impact on the level of service.
4. Wider aspects of the operating environment (professional services, management and business development etc) need to be the primary focus for generating efficiencies within Executive Office and within Academic Partners.
5. We expect full commitment and cooperation from the University's Executive Office and from all Academic partners. The partnership will work together cooperatively to deliver significant transformation in the way we work.
6. We consider that the change plan, alignment proposals and the EO evaluation process will deliver significant efficiencies but believe these require to be expanded and accelerated.
7. We ask Partnership Council to reach agreement about the scale of financial efficiencies required and the timelines to deliver them. We ask them to aim to achieve a notional target of £20 million savings across the partnership before the start of Academic year 2022/23.
8. We ask Partnership Council to develop plans to maximise income for the partnership and to make the case for continued investment from government and SFC to recognise the unique nature of UHI, the communities we serve and the historic under funding of FE, impact of national bargaining and rurality and underfunding of HE in the UHI region in order to create jobs and tackle social inequalities

 [UC20-083 Change Mgmt Plan update Nov 2020.pdf](#)

### 3.4. Update on the EO Evaluation

Court discussed papers UC20-083a and 083b setting out progress to deliver recommendations from the EO Evaluation report. Court noted that the terms of reference of the initial review had not been focused on delivering savings, however, the scope and direction of the review had been altered by management in the context of the need to implement substantial savings within executive office and across the whole partnership.

It was noted that any restructuring of executive office roles would follow the appointment of the new Principal and Vice Chancellor in February 2021.

 [UC20-083a Court update Nov 2020 EO Evaluation.pdf](#)

 [UC20-083b Pillars and FTE mapping 24Nov20.pdf](#)

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## 4. HIGHLANDS AND ISLANDS STUDENTS' ASSOCIATION

### 4.1. HISA Update

Court noted the HISA update report dated November 2020.

 [UC20-084a HISA Update UHI Court.pdf](#)

#### 4.1.1. HISA Strategic Plan 2020/23

Court noted the HISA strategic plan 2020/23.

 [UC20-084b HISA Strategic Plan 2020 to 2023.pdf](#)



#### 4.1.2. HISA 2019/20 Impact Report

Court noted the HISA impact report.

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## 5. COMMITTEE & MEMBERSHIP

### 5.1. Appointments to Assigned College Boards

Court homologated the decision agreed by correspondence reported within paper UC20-085 to extend the appointment of the chair of North Highland College UHI until 30th November 2024.

[UC20-085 Homologation NHC chair \(1\).pdf](#)

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## 6. STRATEGY & PLANNING

### 6.1. Shetland UHI Ltd being admitted to the partnership

Court considered paper UC20-086 in relation to the merger of two academic partners (Shetland College UHI and NAFC Marine Centre UHI) and approved the proposal to admit the new entity as an academic partner institution of the University in due course.

[UC20-086 Shetland UHI.pdf](#)

### 6.2. Academic Internal Alignment proposal

Court discussed paper UC20-087 providing an update on progress with an options appraisal exercise to explore possible closer working and development of aligned/shared services between seven UHI colleges as a means of delivering operating efficiencies and greater resilience of service for the benefit of staff and students and seeking University funding to help facilitate the process. Court agreed to support the initiative in accordance with recommendations contained within the paper.

[UC20-087 Court paper on alignment 251120.pdf](#)

#### 6.2.1. Proposal from Perth College UHI

Court discussed paper UC20-087a comprising a response prepared by Perth College UHI to the above proposal for closer alignment between seven academic partners and a commentary on the paper and proposals made by Perth prepared by the Principal and Vice Chancellor. The Chair apologised for not presenting the papers to the previous Court meeting. The following key points were noted:

- The University Court was pleased to note that the Deputy First Minister had not been supportive of a potential proposal for Perth College UHI to leave the partnership and to form a new tertiary partnership with other institutions based in Tayside.
- Court noted that it wanted Perth College to play a full role within the University and that numerous mechanisms exist currently including as reported and discussed within items 3.3 and 3.4 above to consider and address the issues raised by Perth College within their submission.

[UC20-087a Proposal from Perth College UHI.pdf](#)

### 6.3. Options Appraisal with SRUC

Court discussed paper UC20-088 concerning an approach from SRUC to explore greater collaboration and cooperation between the two institutions to offer greater opportunities nationally and to deliver better value for learners and for Scotland in the context of the SFC review. Court noted that the Partnership Council and the Regional Strategy Committee had both expressed in principle support for closer working and engagement with SRUC.

Following due consideration Court agreed that the Chair of Court should contact the Chair of SRUC to seek an initial exploratory meeting between board representatives and that the Principal and Vice Chancellor should progress a parallel discussion with the Principal of SRUC.

[UC20-088 Options appraisal with SRUC.pdf](#)

## 6.4. \*SFC Review of Coherence and Sustainability

Court considered paper UC20-088a prepared by Mr Kemp the University's Senior Adviser Change Implementation and Vice Principal Further Education in relation to the SFC consultation and review of coherence and sustainability.

Court noted that Mr Kemp was working with the Chief Operating Officer and University Secretary to produce a response to phase one of the review in accordance with information set out in the paper and discussions with members of the Regional Strategy Committee and Partnership Council. Court noted that further internal consultation would take place prior to preparing a response to phase two of the review.

[UC20-088a SFC Review Court paper 251120 -.pdf](#)

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## 7. GOVERNANCE & RISK

### 7.1. Annual Assurance from Audit Committee

Court received and noted the Annual Report of the Audit Committee and the UHI Internal Audit Report.

#### 7.1.1. Statement of Internal Control

Court noted and accepted the statement of internal control signed by the Principal and Vice-Chancellor.

[UC20-089 Statement Of Internal Control 2019-20.pdf](#)

#### 7.1.2. Annual Audit Committee report 2019/20 including Annual Audit Report

Court was pleased to note the high quality and standard of internal audit assurance provided throughout the year and the added value that the service provided to colleagues across the University's operations.

Court gave particular consideration and note to the recent internal audit review of the University partnerships financial sustainability plans which had concluded that current arrangements were inadequate and ineffective in terms of delivering a financially sustainable partnership and noted that the actions agreed at section 3.3 above were intended to address this situation within two years.

[UC20-090 Annual Internal Audit Report 2019-20.pdf](#)

[UC20-090a Draft Audit Committee Annual Report 201920 2.pdf](#)

### 7.2. 2020/21 Annual Internal Audit Plan

Court approved the Internal Audit Plan for 2020/21.

[UC20-091 Draft Internal Audit Plan 2020-21.pdf](#)

### 7.3. Annual Monitoring Reports

Court noted the annual monitoring reports.

[UC20-092 Annual Monitoring Report 2020 cover.pdf](#)

[UC20-092b 2020 2021 Shared data monitoring.pdf](#)

### 7.4. Risk Policy Statement & Risk Appetite

Court re-approved the Risk Policy and Risk Appetite statements for the University contained within paper UC20-093 provided by the Director of Corporate Governance.

[UC20-093 Risk Appetite and Policy Statement docx.pdf](#)

#### 7.4.1. Corporate Risk Register

Court reviewed and noted the risk management report provided by the Director of Corporate Governance.

[UC20-094 Risk Registers.pdf](#)

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## 8. FINANCE AND PERFORMANCE

### **8.1. Draft UHI Statutory Accounts 2019/20 (including supporting paper)**

Court resolved to authorise the Chair of Court and the Principal and Vice Chancellor to approve the draft UHI Report and Financial Statements for the year ended 31st July 2020 in accordance with the recommendations made by the Audit and Finance and General Purposes Committees subject to their being no material changes following completion of the external audit work.

[UC20-095 UHI EO 2019-20 Financial Statements.pdf](#)

### **8.2. Management Letter/Audit Results**

Court considered the draft Letter of Representation and authorised that it should be executed by the Chair for the auditors in connection with the financial statements for the year ended 31st July 2020.

[UC20-096 Draft EY ext audit report 2019-20.pdf](#)

### **8.3. UHI Research & Enterprise Ltd. Statutory Accounts**

Court noted that the above statutory accounts for the year ended 31st July 2020.

[UC20-097 UHIRE accts 2019-20.pdf](#)

### **8.4. 2020/21 Q1 Management Accounts**

Court noted the management accounts for the three months ended 31st October 2020.

[UC20-098 - 20\\_21 Q1 Management Accounts.pdf](#)

### **8.5. 2020/21 Q1 Reforecast**

Court approved the quarter one re-forecast as recommended by FGPC and presented within paper UC20-099.

[UC20-099 - 20\\_21 Q1 Reforecast Management Accounts.pdf](#)

### **8.6. Forecast 2020/21 HE and FE Student Activity**

Court noted the paper UC20-100 provided by the Director of Corporate Resources summarising 2020/21 HE and FE student activity numbers.

[UC20-100 FE and HE student activity figures 2020-21.pdf](#)

### **8.7. Academic Partner Financial Monitoring (FFRs)**

Court noted paper UC20-101 provided by the Director of Corporate Resources providing a summary of the cashflows of the five assigned incorporated colleges to October 2020.

[UC20-101 AP Financial Monitoring.pdf](#)

### **8.8. Finance System Convergence Project update**

Court noted paper UC20-102 providing a progress report and update on the above project.

[UC20-102 - fin syst update.pdf](#)

### **8.9. Critical/Key Performance Indicators**

Court noted a report provided by the Head of Marketing and Planning providing a summary of performance against agreed critical performance indicators and associated key performance indicators.

[UC20-103 CPI and associated KPIs Nov update.pdf](#)

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## **9. ACADEMIC BUSINESS**

### **9.1. Concordat for Research Integrity - annual compliance report**

Court approved the University's annual research integrity statement for publication on the website.

[UC20-104 Annual Research Integrity statement .pdf](#)

## 9.2. Towards a University of the Highlands and Islands Gaelic Language Strategy

Court discussed and approved recommendations contained within the late paper UC20-104a provided by the Vice Principal Research and Impact regarding to develop and progress a University of the Highlands and Islands Gaelic strategy.


 UC20-104a Gaelic strategy paper.pdf

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## 10. REPORTS & CIRCULARS


### 10.1. Red Button

Court noted the report provided by the Dean of Students and the Student Engagement Manager.

 UC20-105 Red Button 2019-20 annual report.pdf

### 10.2. EO Annual Health & Safety Report

Court noted the annual report.

 UC20-106 EO annual H&S report 19-20.pdf

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## 11. DATE OF NEXT COURT MEETING:

### 11.1. 17 March 2021

Noted.

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## 12. RESERVED BUSINESS

### 12.1. Student Residences

The Chief Operating Officer and University Secretary provided Court with a brief overview of developing plans and actions to address issues and challenges associated with the University's student residences.

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## 13. Principal and Vice Chancellor: Thank you

Court noted that the interim Principal and Vice Chancellor would retire in December 2020 and that this was his final Court meeting. The Chair and members of Court warmly thanked Professor Lang for his dedication and outstanding service to the University over a thirteen year period and especially for leading the institution through the current pandemic situation. Court wished Professor Lang a very happy retirement.



## Remuneration Committee

**Minutes of Meeting  
held on  
Thursday 5 November 2020  
At 1030 hours by Teams**

**Present:**

Murray Easton (Chair)	
Jessie McLeman	Rosemary McCormack
Peter Graham	Anne Campbell
Seonaid Mustard	Jeremie Fernandes
Kyle Gee (HISA)	Hermione Morris (HISA)

**In attendance:**

David Patterson  
Carolyn Thomson  
Cathie Fair (Clerk)

ITEM		ACTION	DATE
<b>R.20.01.01</b>	<b>Resignations and Appointments</b>		
1.1	<b>Resignations:</b> David Dalziel Joan Johnston		
	<b>i Appointments:</b> Seonaid Mustard Anne Campbell Jeremie Fernandes Kyle Gee (HISA) Hermione Morris (HISA) Mr Nathan Sanderson from 1/8/18		
<b>R.20.01.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from: El Melton		
<b>R.20.01.03</b>	<b>Any additional Declarations of Interest including specific items on the agenda</b>		
3.1	There were no additional declarations of interest.		

<b>R.20.01.04</b>	<b>Draft Minutes of Remuneration Committee held on 14 May 2019</b>		
4.1	Jessie McLeman proposed and Rosemary McCormack seconded the Minutes be accepted as an accurate record of the meeting.		
<b>RESERVED ITEMS</b>			
<b>R.20.01.05</b>	<b>Reserved Minutes from Remuneration Committee held on 14 May 2019</b>		
5.1	This item is reserved and the minute held in confidence.		
<b>R.20.01.06</b>	<b>Reserved Matters Arising from Remuneration Committee meeting held on 14 May 2020</b>		
6.1	This item is reserved and the minute held in confidence.		
<b>R.20.01.07</b>	<b>Voluntary Severance Scheme</b>		
	This item is reserved and the minute held in confidence.		
<b>R.20.01.08</b>	<b>Date of Next Meeting – as required.</b>		
	Meeting closed at 1230 hours		



**STAFF GOVERNANCE COMMITTEE**  
**Minutes of Meeting held on**  
**Tuesday 10 November 2020**  
**At 1000 hours by Teams**

**Present:**

Seonaid Mustard (Convenor)  
David Patterson  
Paul Mitchell  
Stewart McCracken  
Hugh Hamilton  
Rosemary McCormack  
Jeremie Fernandes

**In Attendance:**

Mrs Carolyn Thomson  
Mrs Cathie Fair (Clerk)

Item		Action	Date
<b>SG.20.03.01</b>	<b>(i) Resignations</b>		
1.1	There were no resignations.		
	<b>(ii) Appointments</b>		
	The following newly appointed Board members joined the Committee: Hugh Hamilton Stewart McCracken		
<b>SG.20.03.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from El Melton		
<b>SG.20.03.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest.		
<b>SG.20.03.04</b>	<b>Draft Minutes of meeting held on 12 May 2020</b>		
4.1	The Minutes were accepted as an accurate account of the meeting. Proposed: Paul Mitchell Seconded: Rosemary McCormack		
<b>SG.20.03.05</b>	<b>Matters Arising/Action Sheet from meeting held on 12 May 2020</b>		

**Agenda Item: SG.21.01.04**

5.1	The majority of the actions arising had been completed although the following remain outstanding: 9.2 Audit Committee requested an Annual Report on Staff Development – this will take place for the May Staff Governance meeting. 9.3 Whilst there were significant arrangements for Health, Safety and Wellbeing in place, further sessions to take place once the College reopens		
<b>SG.20.03.06</b>	<b>Emerging Issues</b>		
	<b>(i) Internal Audit Report on Health and Safety follow up</b>		
6.1	The Internal Audit Report on Health and Safety follow up report which had previously gone to the Audit Committee had been circulated to the Committee for information. The overall level of Assurance was Satisfactory.		
	<b>(ii) Internal Audit Report on Workforce Planning</b>		
6.2	The Internal Audit Report on Workforce Planning which had previously been presented to the Audit Committee had been circulated to the Committee for information. The Overall level of Assurance was Satisfactory with some Good ratings.		
	<b>(iii) Whistleblowing Report</b>		
6.3	Carolyn reported that there had been no Whistleblowing incidents reported in the current session.		
<b>SG.20.03.07</b>	<b>HR Director's Report</b>		
7.1	The HR Director's Report included updates on the following issues: <ul style="list-style-type: none"> <li>• National Bargaining update including the fact that Teaching staff cost of living pay award of 2% had been agreed.</li> <li>• National Working Practices arrangements for teaching staff.</li> <li>• Instructor/Assessor roles and the fact that a dispute had been raised with regard to this</li> <li>• Job Evaluation for support staff continues</li> <li>• 2020/21 Support Staff Pay Claim which includes a £1100 flat rate payment, increased annual leave and a 4-day working week.</li> <li>• NJNC Circular providing Guidance on the issue of the Job Retention Scheme</li> <li>• National Dispute re implementation of the April 2020 pay award.</li> <li>• Minutes of JCC and JNC included as appendices for information.</li> </ul>		
<b>Action</b>	It was suggested that discussion take place with the Chair over a Board member taking on the role of the	<b>SM</b>	<b>Immediate</b>



**Agenda Item: SG.21.01.04**

	College's Representative on the Employer's Association.		
7.2	The Committee questioned the affordability of the Support Staff Pay and it was agreed that this would not be sustainable. However, it was possible that more flexible working patterns could be negotiated.		
7.3	The organisation culture KPI for the College to achieve a Staff Sickness Absence rate target below 3.2% and the actual average to the end of July was 2.51% therefore this KPI had been met.		
7.4	An update on the status of the Operational Plan - organisational culture objectives were provided in the report.		
7.5	The Committee noted there have been no grievances since the last Staff Governance Committee.		
7.6	The Committee questioned how the College is ensuring the wellbeing of staff during home working and a Covid-19 Update included in the Report highlighted the various ways the College is providing these staff with support.		
7.7	The Colleges Equal Pay Statement for 2020 was also included within the Report along with Annual Employment Data comparing 2018/19 and 2019/20 containing some interesting statistical data. The Committee thanked Carolyn for producing such an informative and extensive HR Director's report.		
<b>SG.20.03.08</b>	<b>Culture and Values</b>		
	<b>i Update</b>		
8.1	Carolyn's Report outlined measures being taken to address the strategic aims in relation to culture and values.		
8.2	Two areas which were being addressed prior to closure of the College were in relation to progressing the outcomes of the staff survey and also the outcomes of a facilitated meeting between the promoted teaching staff and SLT which was held at the start of March. It was noted that outputs have now been received from 3 of the 4 staff survey short life working groups with 9 objectives from 3 working groups being produced. The Committee expressed disappointment that feedback has not been received from one group. Discussion took place around an anonymous letter forwarded to the Northern Scot containing some comments about the atmosphere within the College. It was noted that the solutions offered from the working groups do not appear to indicate significant problems with the culture of the organisation. The Committee noted disappointment that negativity from a few people swallows up a great deal of energy and effort.		
<b>SG.20.03.09</b>	<b>Update on Staff Development Activities 2020-21 *</b>		

**Agenda Item: SG.21.01.04**

9.1	Carolyn had provided a report for the committee summarising all staff development activities to date for the current session. During the current situation much of this activity has related to use of Brightspace, online delivery and Teams meetings. Evaluations are taken from the Staff Development activities and this was included in the Report although a lower return than usual was noted.		
Action	The Committee will provide the Audit Committee with an Annual Report on Staff Development Activities in May. This will require to be in a different format.	<b>CT</b>	<b>May Audit Committee</b>
<b>SG.20.03.10</b>	<b>Annual Report for HR Policies</b>		
10.1	The HR Policy Review Group provided an annual report to the Committee which included a timetable for review and also highlighted the Risk Status of each policy.		
	<b>Policies for Review included:</b> <ul style="list-style-type: none"> <li>• <b>Recruitment and Selection Policy for Staff</b></li> </ul>		
10.2	A brief description of the changes was included in the Revision Log. <b>The Committee confirmed ratification of the Policy.</b>		
<b>SG.20.03.11</b>	<b>Health and Safety Update</b>		
	<b>i Minutes of Health and Safety Committee 7 September 2020</b>		
11.1	The Minutes had been circulated for information and it was noted that the next meeting will take place on 2 December 2020.		
<b>SG.20.02.12</b>	<b>Date of Next Meeting – 26 January 2021</b>		
<b>RESERVED ITEMS</b>			
<b>SG.20.03.13</b>	<b>Draft Reserved Minutes of Meeting of SGC held on 12 May 2020.</b>		
13.1	This item is reserved and the minute held in confidence.		
<b>SG.20.03.14</b>	<b>Staffing Cost Reductions</b>		
14.1	This item is reserved and the minute held in confidence.		

**BOARD OF MANAGEMENT  
LEARNING, TEACHING & QUALITY COMMITTEE  
Minutes of Meeting  
held on  
Tuesday 10 November 2020  
at 1330 by Teams**

Present: Anne Campbell (Chair)  
Rosemary McCormack  
David Patterson  
Tami Wilson  
Jackie Andrews  
Sam Bright  
Heather Sharp  
Malcolm Clark  
Toni McIlwraith  
Hugh Hamilton

Alistair Fowlie  
Kyle Gee  
Chris Newlands  
Lucy Huby  
Seonaid Mustard  
Hermione Morris  
Michele Smith  
Stewart McCracken

In attendance: Nikki Yoxall  
Chris Newlands  
Derek Duncan  
Cathie Fair (Clerk)  
Eleanor Melton (Minutes)

		<b>ACTION</b>	<b>DATE</b>
<b>LTQ.20.03.01</b>	<b>Resignations and Appointments</b>		
1.1	Anne Campbell who had recently taken over as Convenor of LTQC, welcomed everyone to today's meeting, There have been no new resignations. Hugh Hamilton and Stewart McCracken have been appointed to the Committee.		
<b>LTQ.20.03.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from: Jodie Salmon Garry Rendall Susanne McLaren		
<b>LTQ.20.03.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest received.		
<b>LTQ.20.03.04</b>	<b>Draft Minutes of LTQC meeting held on 16 June 2020</b>		
4.1	Subject to minor amendments the minutes were approved as a true and accurate record of the meeting held on 16 June 2020:		

	Proposed: Nikki Yoxall Seconded: Seonaid Mustard		
<b>LTQ.20.03.05</b>	<b>Matters Arising from LTQC Meeting held on 16 June 2020</b>		
	All actions were confirmed to have been completed or were on the Agenda.		
<b>LTQ.20.03.06</b>	<b>EREP Final Document for 2019-20</b>		
6.1	Nikki outlined the document provided, highlighting key points and explaining outcomes and actions that have come from it. Whilst there was no formal requirement to produce an external EREP due to Covid-19 Education Scotland do expect Colleges to undertake evaluative activity. The quality of the submission was excellent with areas of positive practice and areas for improvement highlighted throughout. Nikki added that the contribution from both Curriculum and Support teams had been phenomenal and although the process was a challenge for staff it was completed to a high standard. Any questions or concerns regarding the content of the document are to be directed to Nikki.		
<b>Action</b>	Feedback on EREP from Committee to Nikki	<b>Committee</b>	ASAP
<b>LTQ.20.03.07</b>	<b>Learning and Teaching</b>		
	<b>I. Learning and Teaching Review – Verbal update</b>		
7.1	The Learning and Teaching forum is now up and running and had been well received. This is a supportive learning environment with some excellent examples of teaching practice. There have been no formal CPD events although the framework for recording CPD activity is currently being developed regionally. The Committee noted this is a very useful forum.		
	<b>II. Learning and Teaching support for staff 2020/21</b>		
7.2	The external context of Covid-19 and the subsequent lockdown and impact on usual delivery approaches highlighted a need for enhanced support to ensure learning and teaching could move online. This had included increased Brightspace Support, support from the Learning Coach, IT Trainers, the Teacher Mentoring Team, Alpine and LTA, Specific Support by inviting speakers to team meeting. An internal audit on the impact of leadership of learning by promoted lecturers in		

	<p>order to share best practice and offer support has been agreed by the Audit Committee.</p> <p>The Early experience survey had indicated very high levels of satisfaction with Brightspace. Positive feedback is being received from degree students about the quality of teaching.</p> <p>Sam Bright wanted to give credit to all staff for the hard work and effort to ensure the high standard of delivery and materials available via Brightspace.</p> <p>Derek thanked everyone for their feedback on virtual learning and ask for any suggestions on requirements/upgrades that may be essential moving forward.</p>		
<b>LTQ.20.03.08</b>	<b>Quality Cycle</b>		
8.1	<p>Heather provided an update on the Quality Cycle including the Early Experience Survey, MORAGAA, Support Committee meetings and Curriculum Committee meetings.</p> <p>Currently these are all being carried out online via Teams with a live document on Sharepoint being completed on a regular basis to ensure it is current and up to date.</p> <p>Heather explained that the goal is to have all information in one place but accessible from multiple places. This is to allow staff to spend less time searching for information/documents.</p> <p>Toni thanked Heather for the excellent support offered to staff and is always quick to respond if guidance is required.</p>		
<b>LTQ.20.03.09</b>	<b>Student Early Experience Survey</b>		
9.1	<p>Nikki explained the deadline for this has been extended to 6pm today (10 November) with Heather noting the final report should be available by the end of November.</p> <p>The extended deadline was to allow Levels 1-3 students to participate also. Currently the overall response rate is 38% which is 12 percentage points lower than the agreed target of 50%. However, 89% of respondents either strongly agree or agree that they are satisfied with College experience.</p> <p>Heather is keeping a close eye on any areas of dissatisfaction and follows up by sending straight to the curriculum teams. Areas such as induction are a recurring theme. Home Life, childcare and IT issues also play a part.</p>		

<b>LTQ.20.03.10</b>	<b>Update on Curriculum Strategy</b>		
	<b>I. UHI Curriculum Review</b>		
10.1	<p>Consultation is underway on the Draft UHI Curriculum Review paper. It considers the tertiary curriculum across the region and so all of FE and HE course offered by MC are in scope. Chris is on the Curriculum Planning Review Group which meets fortnightly. The Proposal is to categorise the Curriculum into segments.</p> <p>Chris opened up the document to the committee for discussion. The consultation and implementation timescales are very ambitious and occur at a time when staff are grappling with new ways of delivering the curriculum and supporting students in response to the pandemic. Concerns were expressed over losing control of the FE Curriculum which is currently very effective. The proposed pace of change was also an area of concern. The Committee questioned what is driving this and Chris explained it is related to efficiencies.</p>		
<b>Action</b>	Any comments from the Committee were welcomed to take back to the Review Group	<b>Committee</b>	<b>ASAP</b>
<b>Action</b>	Chris to update Board meeting in December.	<b>Chris</b>	<b>Dec Board</b>
	<b>II. Camp Report</b>		
10.2	<p>This is a routine report of approvals and modifications with a meeting being held on a weekly basis. Chris updated the committee and provided a brief summary of the paper provided.</p> <p>Chris highlighted the huge effort required between June and August to approve modifications submitted to enable the online delivery.</p> <p>It was also explained the Scottish Funding Council's reduction of credits from 18 to 16 credits to enable the staff availability for the delivery of short courses from January. Teams are currently working in conjunction with SDS, PACE and the Job Centre to research areas for short course provision.</p> <p>Jackie noted that market forces are hotting up with competition from other training companies also being offered the same funding for the delivery of short courses and this is something to be aware of.</p> <p>Malcolm offered information on upskilling options available for HE students.</p>		
<b>LTQ.20.03.11</b>	<b>MORAGGA Report - verbal</b>		

11.1	<p>Nikki briefly updated members on MORAGGA, noting it was good to hear the positive feedback on engagement. Some challenges have been noted such as attendance monitoring and LDWs having a tough time contacting students.</p> <p>Student retention is roughly where it would be for this time of year. Nikki explained that some withdrawals are recorded at DNS (Did Not Show) if no funding had been received therefore no negative impact is seen within the PIs. It is believed that most colleges are experiencing the same difficulties.</p> <p>Nikki added that despite the challenges faced we are still offering a service through all areas.</p> <p>Chris informed members of Moray's approach to delivery, deciding to blend practical and theory to mitigate against the likelihood of a 2<sup>nd</sup> lockdown being implemented.</p> <p>This has been positively reflected within the Early Experience Survey.</p>		
<b>LTQ.20.03.12</b>	<b>Policies and Procedures</b>		
	<b>I. Course Review Procedure</b>		
12.1	This is the final document for review and approval, however, a previous version of the document had been circulated.		
<b>Action</b>	Heather to circulate correct document to members. Feedback to be sent to Anne and Heather.	<b>HS Committee AC</b>	ASAP
<b>Action</b>	Thereafter Policy to be presented at next LTQC	<b>HS</b>	March 2021
	<b>II. Academic Quality Policy</b>		
12.2	This is due to be reviewed following the approval of other documents. To be presented at next LTQC.		

<b>LTQ.20.03.13</b>	<b>RIKE Report</b>		
13.1	Jackie's paper highlighted the fact there has been huge progress made within Moray regarding Research. Budgets are now established and we are in a really good position for research opportunities within the college. Malcolm offered to provide the committee with an overview of the research bids of interest. Jackie advised that although something similar had been provided by Sam Scott, a more detailed version may be appreciated.		
<b>LTQ.20.03.14</b>	<b>Emerging Issues</b>		
	<b>I. Support Requirements for staff</b>		
14.1	As discussed in item 3.7 (ii), members were reassured that all is being done to support staff where necessary. Committee noted that this was also discussed at the Staff Governance Committee in the morning. There will also need to be adequate support in place for College reopening.		
	<b>II. Internal Audit Report on Quality Assurance</b>		
14.2	The Internal Audit Report on Quality Assurance had been circulated for information. This resulted in an overall level of assurance of Satisfactory. Both David and Nikki have had several discussions around being Satisfactory or Good. David explained that following final discussions with the auditors, they acknowledged actions that were outwith Moray's control but could not award higher than Satisfactory.		
<b>LTQ.20.03.15</b>	<b>Appeals</b>		
15.1	Jacqui Melrose had prepared a report outlining the appeals received in 2019-20. Committee agreed that this would be a good report to see on a yearly basis. Chris explained that there is to be a more robust process implemented regarding appeals with full training being provided for admin staff within the Principal's office.		
<b>Action</b>	Feedback from the Committee was requested.	<b>Committee</b>	ASAP
<b>Action</b>	It was agreed there will be an annual report presented at the November LTQC meeting.	<b>JM</b>	Annually to Nov LTQC
	<b>RESERVED ITEMS</b>		
<b>LTQ.20.03.16</b>	<b>DRAFT Reserved Minutes of LTQC meeting held on 16 June 2020</b>		
16.1	This item is reserved and the minute held in confidence.		
<b>LTQ.20.03.17</b>	<b>Date of Next Meeting</b>		
17.1	16 March 2021		



	<i>Meeting closed at 15.35pm</i>		
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**Finance and General Purposes Committee  
Draft Minutes of Meeting held on  
Tuesday 24 November 2020 at 1000 by Teams**

**Present:**

Murray Easton (Convenor)      Rosemary McCormack  
David Patterson                      Caroline Webster  
Hermione Morris (HISA)

**In Attendance:**

Deborah Newton  
Shelly McInnes  
Derek Duncan  
Cathie Fair (Clerk)  
Eleanor Melton (Minutes)

Item		Action	Date
<b>F.20.05.01</b>	<b>(i) Resignations</b>		
1.1	There have been no resignations received.		
	<b>(ii) Appointments</b>		
1.2	There have been no new appointments.		
<b>F.20.05.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from Peter Graham.		
<b>F.20.05.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest.		
<b>F.20.05.04</b>	<b>Draft Minutes of Finance and General Purposes Committee Meeting held on 22 September 2020</b>		
4.1	The minutes were accepted as a true record and approved by the Committee: Proposed: Rosemary McCormack Seconded: Murray Easton		
<b>F.20.05.05</b>	<b>Matters Arising/Actions Sheet from F&amp;GP Meeting held on 22 September 2020.</b>		
5.1	All actions were either completed or were on the Agenda for discussion.		
<b>F.20.05.06</b>	<b>Emerging Issues</b>		
	<b>i. Aligned Finance Services Update</b>		
6.1	Shelly updated the committee on the current situation regarding aligned financial services throughout the partnership.		

	<p>It was explained that there are 3 options currently being considered by the project board.</p> <p>Concerns have been raised by FDs including potential VAT recharge and HR issues that may arise.</p> <p>It was noted that the opinions that come out of the project board are the opinions of the FDs themselves and not the individual AP.</p> <p>Murray added that there seems to be continuous distortion between minutes presented stating that aligned services have been approved when this is not the case.</p> <p>Mr Patterson feels there is a 4<sup>th</sup> option to be considered which would consist of the grouping together of the smaller partners, leaving the 4 larger partners individual.</p> <p>Shelly explained that the FDs had requested that nothing is decided until the options appraisal has been completed. However, this was refused due to the process taking too long.</p>		
<b>Action</b>	The 3 Proposals to be circulated to the Committee	<b>SM</b>	Immediate
<b>Action</b>	Thereafter David, Peter, Murray and Shelly to review options and establish a position for Moray College	<b>PG/ME/DP/SM</b>	ASAP
<b>Action</b>	To set up a Teams appointment for this	<b>CF</b>	Immediate
	<b>ii. 2019/20 Statutory Accounts</b>		
	<p>Shelly supported the draft accounts provided to committee members.</p> <p>Ernst Young have suggested that the submission date be put back. Accounts will be submitted for signing off in January 2021.</p> <p>Disclosures may change due to Covid and going concerns but any changes will not affect the final numbers.</p>		
<b>Action</b>	Any comments are to be communicated to Shelly.	<b>Committee</b>	ASAP
<b>Action</b>	Committee requested that any major developments should be communicated to the Committee.	<b>Shelly</b>	As required
	<b>iii. Court F&amp;GP Feedback</b>		
	Murray provided a brief update on Court F&GP. Consolidation of Financial Statements were discussed. It has been questioned as to		

	<p>why EO are allowed to run with a significant deficit, what/if any efficiencies have been taken and what was the contribution to VSS as only 3 applications were accepted.</p> <p>The Chair requested that EO provide a pathway to break even and present it to the committee.</p> <p>A full operational assessment requires to be undertaken by EO.</p> <p>There has been a request for the FD to complete a full presentation of the full deficit. Tech systems were discussed and deferred with no revised date.</p>		
<b>F.20.05.07</b>	<b>Q1 Management Accounts</b>		
7.1	<p>Shelly highlighted key points throughout including a drop in estimated income from FWDF. Looking closely for potential savings for Q2.</p> <p>Members discussed minor points throughout the document with clarity being provided where necessary.</p> <p>Concerns moving forward include VSS and income reduction. Early indications are showing potential additional savings in costs. Shelly explained that although there may be additional cost savings, these may not be sustainable over a longer period.</p> <p>Derek added that we may be eligible for maintenance funding with regards to Covid. There was around £15K spent to enable the campus to be “covid ready”.</p>		
7.2	<p>The Committee questioned the status of the insurance claim for the laundry fire. Although this had been settled this was less than anticipated and it was agreed that the case be reopened with the insurers.</p>		
<b>Action</b>	Derek to report back to the Committee on this	<b>Derek</b>	<b>March F&amp;GP</b>
<b>F.20.05.08</b>	<b>Estates Capital and Back Log Maintenance Spend plan</b>		
8.1	<p>Mr Duncan summarised the detailed paper provided, clarifying points when raised.</p> <p>Points included the upgrading of C wing boilers; discussion taking place to determine if this is a necessary requirement.</p> <p>College servers are also coming to the point of updating.</p>		

<b>APPROVED</b>	<b>The Committee approved the recommendations for spend plan</b>		
<b>F.20.05.09</b>	<b>F&amp;GP Annual Report to the Board 2019/20</b>		
9.1	Murray is to send report to Cathie to circulate to committee members. Any comments/suggestions are to be communicated to ME and CF.	<b>ME/CF Committee</b>	<b>Immediate</b>
<b>Action</b>	Thereafter, Report to be forwarded to the December Board	<b>CF</b>	<b>15-12-2020</b>
<b>F.20.05.10</b>	<b>Annual Procurement Report</b>		
10.1	Shelly outlined the Annual Procurement Report provided by Stuart Murray who is the APUC contact for Moray. This highlights savings through APUC and is required for benchmarking to highlight our spending against other APs. Externally audited with a target of 67% and the outcome being 68%. Points were discussed and clarified where necessary.		
<b>F.20.05.11</b>	<b>Policies Due for Review</b>		
11.1	It was agreed that Commercialisation Policy be put on hold given the current situation. Derek explained that the list has increased again although reviews will be completed in order of requirement and all policies are still valid.		
<b>Action</b>	Mr Easton suggested that the reviewed policies be circulated to Committee as and when they become available rather than waiting for Committee meetings. This was agreed.	<b>DD</b>	As required
<b>F.20.05.12</b>	<b>Date of next meeting – 14 January 2021</b>		

<b>RESERVED ITEMS</b>			
<b>F.20.05.13</b>	<b>Draft Reserved Minutes of Finance and General Purposes Committee held on 22 September 2020</b>		
5.13	This item is reserved and the minute held in confidence.		
<b>F.20.05.14</b>	<b>Draft Reserved Matters Arising of Finance and General Purposes Committee held on 22 September 2020</b>		
5.14	This item is reserved and the minute held in confidence.		
<b>F.20.05.15</b>	<b>Risk Register</b>		
5.15	This item is reserved and the minute held in confidence.		
	<i>Meeting closed at 12.15pm</i>		

**Finance and General Purposes Committee  
Draft Minutes of Meeting held on  
Tuesday 24 November 2020 at 1000 by Teams**

**Present:**

Murray Easton (Convenor)      Rosemary McCormack  
David Patterson                      Caroline Webster  
Hermione Morris (HISA)

**In Attendance:**

Deborah Newton  
Shelly McInnes  
Derek Duncan  
Cathie Fair (Clerk)  
Eleanor Melton (Minutes)

Item		Action	Date
<b>F.20.05.01</b>	<b>(i) Resignations</b>		
1.1	There have been no resignations received.		
	<b>(ii) Appointments</b>		
1.2	There have been no new appointments.		
<b>F.20.05.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from Peter Graham.		
<b>F.20.05.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest.		
<b>F.20.05.04</b>	<b>Draft Minutes of Finance and General Purposes Committee Meeting held on 22 September 2020</b>		
4.1	The minutes were accepted as a true record and approved by the Committee: Proposed: Rosemary McCormack Seconded: Murray Easton		
<b>F.20.05.05</b>	<b>Matters Arising/Actions Sheet from F&amp;GP Meeting held on 22 September 2020.</b>		
5.1	All actions were either completed or were on the Agenda for discussion.		
<b>F.20.05.06</b>	<b>Emerging Issues</b>		
	<b>i. Aligned Finance Services Update</b>		
6.1	Shelly updated the committee on the current situation regarding aligned financial services throughout the partnership.		

	<p>It was explained that there are 3 options currently being considered by the project board.</p> <p>Concerns have been raised by FDs including potential VAT recharge and HR issues that may arise.</p> <p>It was noted that the opinions that come out of the project board are the opinions of the FDs themselves and not the individual AP.</p> <p>Murray added that there seems to be continuous distortion between minutes presented stating that aligned services have been approved when this is not the case.</p> <p>Mr Patterson feels there is a 4<sup>th</sup> option to be considered which would consist of the grouping together of the smaller partners, leaving the 4 larger partners individual.</p> <p>Shelly explained that the FDs had requested that nothing is decided until the options appraisal has been completed. However, this was refused due to the process taking too long.</p>		
<b>Action</b>	The 3 Proposals to be circulated to the Committee	<b>SM</b>	Immediate
<b>Action</b>	Thereafter David, Peter, Murray and Shelly to review options and establish a position for Moray College	<b>PG/ME/DP/SM</b>	ASAP
<b>Action</b>	To set up a Teams appointment for this	<b>CF</b>	Immediate
	<b>ii. 2019/20 Statutory Accounts</b>		
	<p>Shelly supported the draft accounts provided to committee members.</p> <p>Ernst Young have suggested that the submission date be put back. Accounts will be submitted for signing off in January 2021.</p> <p>Disclosures may change due to Covid and going concerns but any changes will not affect the final numbers.</p>		
<b>Action</b>	Any comments are to be communicated to Shelly.	<b>Committee</b>	ASAP
<b>Action</b>	Committee requested that any major developments should be communicated to the Committee.	<b>Shelly</b>	As required
	<b>iii. Court F&amp;GP Feedback</b>		
	Murray provided a brief update on Court F&GP. Consolidation of Financial Statements were discussed. It has been questioned as to		



	<p>why EO are allowed to run with a significant deficit, what/if any efficiencies have been taken and what was the contribution to VSS as only 3 applications were accepted.</p> <p>The Chair requested that EO provide a pathway to break even and present it to the committee.</p> <p>A full operational assessment requires to be undertaken by EO.</p> <p>There has been a request for the FD to complete a full presentation of the full deficit. Tech systems were discussed and deferred with no revised date.</p>		
<b>F.20.05.07</b>	<b>Q1 Management Accounts</b>		
7.1	<p>Shelly highlighted key points throughout including a drop in estimated income from FWDF. Looking closely for potential savings for Q2.</p> <p>Members discussed minor points throughout the document with clarity being provided where necessary.</p> <p>Concerns moving forward include VSS and income reduction. Early indications are showing potential additional savings in costs. Shelly explained that although there may be additional cost savings, these may not be sustainable over a longer period.</p> <p>Derek added that we may be eligible for maintenance funding with regards to Covid. There was around £15K spent to enable the campus to be “covid ready”.</p>		
7.2	<p>The Committee questioned the status of the insurance claim for the laundry fire. Although this had been settled this was less than anticipated and it was agreed that the case be reopened with the insurers.</p>		
<b>Action</b>	Derek to report back to the Committee on this	<b>Derek</b>	<b>March F&amp;GP</b>
<b>F.20.05.08</b>	<b>Estates Capital and Back Log Maintenance Spend plan</b>		
8.1	<p>Mr Duncan summarised the detailed paper provided, clarifying points when raised.</p> <p>Points included the upgrading of C wing boilers; discussion taking place to determine if this is a necessary requirement.</p> <p>College servers are also coming to the point of updating.</p>		

<b>APPROVED</b>	<b>The Committee approved the recommendations for spend plan</b>		
<b>F.20.05.09</b>	<b>F&amp;GP Annual Report to the Board 2019/20</b>		
9.1	Murray is to send report to Cathie to circulate to committee members. Any comments/suggestions are to be communicated to ME and CF.	<b>ME/CF Committee</b>	<b>Immediate</b>
<b>Action</b>	Thereafter, Report to be forwarded to the December Board	<b>CF</b>	<b>15-12-2020</b>
<b>F.20.05.10</b>	<b>Annual Procurement Report</b>		
10.1	Shelly outlined the Annual Procurement Report provided by Stuart Murray who is the APUC contact for Moray. This highlights savings through APUC and is required for benchmarking to highlight our spending against other APs. Externally audited with a target of 67% and the outcome being 68%. Points were discussed and clarified where necessary.		
<b>F.20.05.11</b>	<b>Policies Due for Review</b>		
11.1	It was agreed that Commercialisation Policy be put on hold given the current situation. Derek explained that the list has increased again although reviews will be completed in order of requirement and all policies are still valid.		
<b>Action</b>	Mr Easton suggested that the reviewed policies be circulated to Committee as and when they become available rather than waiting for Committee meetings. This was agreed.	<b>DD</b>	As required
<b>F.20.05.12</b>	<b>Date of next meeting – 14 January 2021</b>		

<b>RESERVED ITEMS</b>			
<b>F.20.05.13</b>	<b>Draft Reserved Minutes of Finance and General Purposes Committee held on 22 September 2020</b>		
5.13	This item is reserved and the minute held in confidence.		
<b>F.20.05.14</b>	<b>Draft Reserved Matters Arising of Finance and General Purposes Committee held on 22 September 2020</b>		
5.14	This item is reserved and the minute held in confidence.		
<b>F.20.05.15</b>	<b>Risk Register</b>		
5.15	This item is reserved and the minute held in confidence.		
	<i>Meeting closed at 12.15pm</i>		

**BOARD OF MANAGEMENT**

**Audit Committee  
Draft Minutes of Meeting  
held on  
Tuesday 24 November 2020  
at 1330 by Teams**

Present: J McLeman Convener  
D Newton  
D McKinstrey  
G Johnston  
K Gee

In attendance: S McInnes  
G Scanlin EY – External Auditors  
S Inglis MHA Henderson Loggie (HL), Internal Auditors  
S McCready Wylie & Bisset LLP – Internal Auditors  
Mr D Duncan  
C Fair Clerk

		<b>ACTION</b>	<b>DATE</b>
<b>A.20.04.01</b>	<b>Resignations and Appointments</b>		
1.1	There were no resignations nor appointments.		
<b>A.20.04.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from Graham Gillespie, Wylie & Bisset LLP El Melton		
<b>A.20.04.03</b>	<b>Any additional Declarations of Interest including specific items on Agenda</b>		
3.1	There were no additional declarations of Interest		
<b>A.20.4.04</b>	<b>Draft Minutes of Audit Committee meeting held on 19 May 2020</b>		
4.1	The minutes were accepted as a true and accurate record and approved by the Committee: Proposed: D McKinstrey Seconded: G Johnston		
<b>A.20.03.05</b>	<b>Matters Arising/Action Sheet from meeting of Audit Committee held on 19 May 2020</b>		
	C Fair confirmed the status of the actions arising, the majority of which had been completed and closed or were on the Agenda for discussion. The following actions remain open:		
5.1	6.2.1 - To suggest a Risk Workshop take place prior to June or Sept Board meeting – remains open. Jessie to speak to	<b>J McLeman</b>	Remains open

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		<b>ACTION</b>	<b>DATE</b>
	Peter. Following discussion, it was felt not to be appropriate to hold a Board Risk Workshop by Teams but to plan for one to be held by next summer 2021.		
5.2	5.4, 8.1.2 Paper on arrangements for monitoring and responding to official requests for information to be provided to Committee – to Feb Audit meeting.	<b>S McInnes</b>	Feb 2021
5.3	11.1.2 – Review of Fraud Policy remains open – carry forward to February meeting. Needs to include reference to adoption of NFI reporting arrangements, the next NFI submission being due in 2021.	<b>S McInnes</b>	Feb 2021
5.4	7.1.3 – Report to be provided on the status of all College policies and proposed review schedule for AY 2020-21 and for the plan to be updated accordingly.	<b>D Duncan</b>	Feb 2021
5.5	12.1 and 12.2 – Committee to review Committee of University Chairs, Audit Committee Code of Practice alongside current TORs and come back to Nov meeting – deferred to Feb 2021 meeting.	<b>Committee J McLeman</b>	Feb 2021
<b>A.20.04.06</b>	<b>Internal Audit – Henderson Loggie</b>		
	<ul style="list-style-type: none"> <li>(i) <b>Credits Audit 19/20</b></li> <li>(ii) <b>Student Support Funds Audit 19/20</b></li> <li>(iii) <b>EMA Audit 19/20</b></li> </ul>		
6.1	The Audit Report on Student Activity Data for 2019/20 was submitted to SFC on 26 October 2020. HL reported that in their opinion the student data return had been compiled in accordance with all relevant guidance; adequate procedures were in place to ensure the accurate collect and recording of the data; and on the basis of their testing they were able to provide reasonable assurance that the FES return contains no material mis-statement.		
6.2	The Committee noted there was no impact on under achievement of activity as SFC have agreed to no clawback for this year. They were also pleased to note there were no actions arising.		
6.3.1	The audit of Student Support Funds for 2019/20 covered; <ul style="list-style-type: none"> <li>• Further Education Discretionary Funds, Further and Higher Education Childcare Fund and Bursary Return; and</li> <li>• Education Maintenance Allowance.</li> </ul>		
6.3.2	One observation was raised by HL in their covering letter to the SFC, which accompanied the Auditors’ Report, and namely in relation to spot checking of applications for EMA. Due to Covid-19 the full range of spot checks had not been carried out. The Committee questioned aspects of the spot checking arrangements.		

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		<b>ACTION</b>	<b>DATE</b>
6.3.3	There was one recommendation made that the College should ensure that the Bursary award letters contain details of all support provided to students, including a realistic estimate of Additional Support Needs (taxis and other costs) that are paid directly to the College, for completion by end November 2020. The Committee noted that the College will need to provide evidence of completion to the new internal auditors.		
	<b>(iv) Annual Report and opinion for 19/20</b>		
6.4.1	The Internal Audit Report for 2020/21 provided a summary of all Audit work undertaken throughout the year along with conclusions as follows: Corporate Governance – Satisfactory Health and Safety follow up – Satisfactory Quality Assurance follow up – Satisfactory Workforce Planning – Satisfactory Business Continuity – Good The overall opinion was that the College has adequate and effective arrangements for risk management, control and governance. Proper arrangements are in place to promote and secure Value for Money.		
6.4.2	The Committee questioned whether citing the observation related to the EMA return under ‘significant issues’ was likely to elevate the issue unnecessarily. Mr Inglis assured the Committee that this was simply to provide clarity.		
6.4.3	The Committee thanked Mr Inglis and HL for the internal audit work undertaken since 2016 for the College. S Inglis left the meeting at this point.		
<b>A.20.04.07</b>	<b>Audit Register</b>		
7.1	Shelly’s covering paper summarised the status of the Audit Register and the outstanding recommendations. A recommendation related to Student Support funds from 2018/19 was partially complete, and that will effectively be addressed by the new recommendation arising from the Student Support Funds audit of 2019/20. The status of the other actions is unchanged.		
<b>A.20.04.08</b>	<b>Risk</b>		
	<b>(i) Risk Register</b>		
8.1.1	The Risk Register for October and November had been circulated to the Committee and Shelly’s covering paper highlighted the risks that had been amended since October including: <ul style="list-style-type: none"> <li>• Risk 14 – The College does not achieve allocated HE Student target which was reduced from a Red risk to amber with a residual risk rating of 9. The</li> </ul>		

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		<b>ACTION</b>	<b>DATE</b>
	<p>Committee questioned how the College have landed on this and Derek explained the college is now more likely to hit an HE target of 857.</p> <ul style="list-style-type: none"> <li>• Risk 26 related to the Moray Growth Deal maintained an Amber risk rating; however the risk trend was considered to be decreasing as the Project Board is close to signing off the Outline Business Cases.</li> </ul>		
8.1.2 Action	The Committee questioned the College's obligations in relation to carbon neutrality as required by the Scottish Government. The Committee asked that for the next meeting, Committee is provided with a view on obligations and risks.	D Duncan	Feb 2021
8.1.3	The stability of employee relations was questioned in light of the planned VSS scheme. Shelly explained this is difficult to predict; there is a likelihood of a dispute in employee relations but this is not related to the above. She further explained the Risk Register is reviewed monthly.		
8.1.4	The Committee questioned the risks to commercial income. Shelly assured the Committee that the College is confident of delivery of non-funded income other than the flexible workforce development fund (which was reduced by £85K). In view of the overall risk scoring, the Committee commented that a presentation on the risks and risk management arrangements relating to the Moray Growth Deal would be appropriate next year; Shelly explained the Principal intends to circulate a summary of the Executive Summaries of both projects to the Board and there will be a presentation to the whole Board early in the New Year.		
	<b>(ii) Guide for Audit and risk Committees from Audit Scotland August 2020 in view of Covid-19 comments paper on the recommendations.</b>		
8.2.1	Shelly provided annotated responses to the questions on internal controls and assurances. The Committee noted that this is not a legal document as such but rather an aide to assist the Committee. The Committee noted in particular the impact of the workload on the capacity in the Finance Team, considered to be partly covid-19 related and partly more systemic, and expressed concern about this going forward.		
Action	To raise this matter with the Chair.	<b>J McLeman</b>	Immediate
8.2.2	The Committee noted that the comments on the impact of Covid-19 on governance arrangements may not be wholly consistent with what the Committee has indicated in its		

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		<b>ACTION</b>	<b>DATE</b>
	response to the EY letter to those charged with Governance.		
Action	As the paper had been distributed at shorter notice, it was suggested that the Committee should take more time to digest the document and come back with any further thoughts.	<b>Committee</b>	Feb 2021 meeting
<b>A.20.04.09</b>	<b>Internal Audit</b>		
	<b>(i) Audit Needs Assessment</b>		
	<b>(ii) Internal Audit Plan for 20/21</b>		
9.1	<p>Wylie &amp; Bisset, the newly appointed Internal Auditors had been requested to provide the Committee with an Audit Needs Assessment from 2020-21 to 2022-23. This was based on analysis of the risk register, previous audits, and conversations with the SLT and Jessie. The outline plan for future years was noted, recognising this would be reviewed and decided at the time taking account of the risks and other relevant considerations.</p> <p>With regard to 2020/21, the proposal outlined the following suggested audit areas:</p> <ul style="list-style-type: none"> <li>• Budgetary and Financial Reporting</li> <li>• Board Effectiveness Review</li> <li>• Estates Management</li> <li>• Leadership of Learning and Teaching by Promoted Lecturers.</li> </ul>		
9.2.1	<p>The Committee recognised the need for Budgetary and Financial Reporting and the Board Effectiveness Review, a governance requirement which needed to be submitted to the SFC by end April. The audit will follow SRF requirements and will include interviews with a sample of board members.</p> <p>The Committee questioned the thinking behind Estates Management and the Leadership of Learning and Teaching audits. Shelly explained the Estates Management Audit was to help shape the College's Estates Strategy. In the discussion, it was clarified that the audit would review arrangements for the management of the estates function and framework for undertaking and developing the strategy, ie not develop the strategy per se, and would also benchmark estates management arrangements in other colleges. The Committee noted the importance of estates management arrangements and future development of an estates strategy for the college.</p>		



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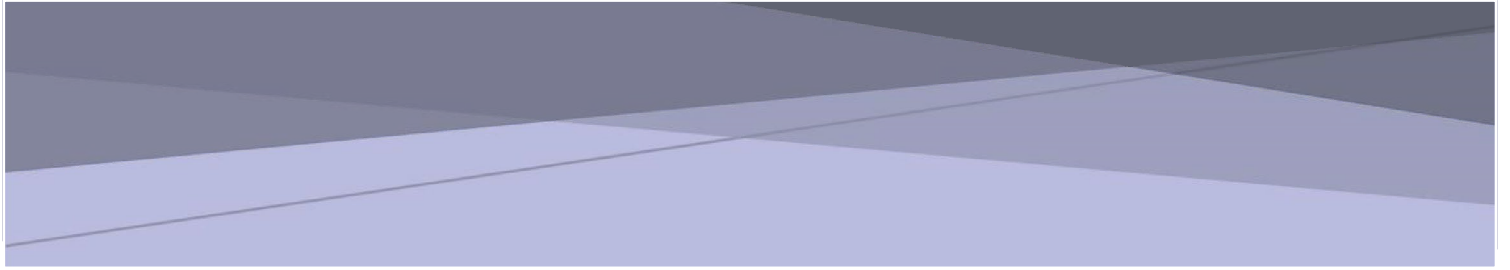
		<b>ACTION</b>	<b>DATE</b>
	<p>It was agreed it would be helpful if Wylie &amp; Bisset could going forward provide more detail on proposed scopes of audits.</p> <p>In relation to the Leadership of learning and Teaching, this had been suggested by the Director of Learning and Teaching in order to review how successful the implementation of promoted academic staff at Levels 1, 2 and 3 has been.</p>		
9.2.2 <b>Action</b>	<p>The Committee sought further clarification on the scope the proposed Learning and Teaching audit and Shelly will circulate a detailed scope as outlined by the Director of Learning and Teaching. The Committee was asked for any comments within two weeks. (Note; the Committee has a further meeting in January where this can be considered.)</p>	<b>Shelly Committee</b>	Immediate
9.2.3	<p>The plan for timing of the internal audits was included in the Operational Plan and this included starting the Board Effectiveness Review with a member of the Audit team observing the Board meeting on 15 December 2020.</p>		
<b>Action</b>	<p>The 2017 Externally Facilitated Board Effectiveness Review to be forwarded for information to Wylie &amp; Bisset</p>	<b>Cathie</b>	Immediate
<b>Action</b>	<p>Wylie &amp; Bisset to review provision of more detailed information on scopes for internal audits to the Committee.</p>	<b>Wylie &amp; Bisset Committee</b>	Future meetings
9.2.4	<p>The Committee confirmed that it will continue a rolling review of all audit actions, ie not an annual review.</p>		
<b>A.20.04.10</b>	<b>External audit for 19/20</b>		
10.1	<p>Grace explained that EY had found it necessary to put back completion of the external audit, hence the planned joint F&amp;GP and Audit meeting being rescheduled to January. The delay was associated with it taking longer to gain the necessary information on pensions, impacted by the volatility of the market. EY are placing focus on Management's opinion of going concern. She concluded that the Audit is currently well under way and going well with no issues to highlight. The Committee asked whether EY are comfortable they will be in a position to report by 14 January and Grace confirmed this now that EY now have the information from North East Pension Fund. The Committee questioned whether this would meet OSCR and other reporting requirements, which it did. It was also noted SFC and the RSB are both comfortable with the delay.</p>		
<b>A.20.04.11</b>	<b>College Policies</b>		

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		<b>ACTION</b>	<b>DATE</b>
	<b>(i) Status of review of College Policies</b>		
11.1	Derek's Policy Schedule update highlighted the fact that a number of additional policies have become due for review this session. The Staff Governance Committee reflected on HR Policy Review Group meeting scheduling issued due to staff demands elsewhere resulting in a rescheduling of activities to ensure policies will still be reviewed in session. Jessie reported from the Audit Chairs' meeting that there is a new UHI Complaints Procedure will be needed, following SPSO changes. Also, the UHI Whistleblowing policy applies to all those associated with the University, ie not just staff.		
Action	A plan for review of all policies will come to the February Audit meeting, ie to address the impact of covid-19 on the timetable and get back to a steady state.	<b>D Duncan</b>	Feb 2021
Action	In the meantime, to circulate the paper to all Convenors	<b>C Fair</b>	Immediate
<b>A.20.04.12</b>	<b>GDPR</b>		
12.1	Two data breaches were noted during the reporting period both of which related to the use of e-mail. Staff took appropriate actions to contain the breaches. The ICO have also responded to breach 47 reported at the September Audit Committee confirming that the breach did not warrant any ICO action.		
<b>A.20.04.13</b>	<b>Emerging Issues</b>		
	<b>(i) Feedback from UHI Audit Committee Chairs' meeting</b>		
13.1	Jessie reported that whilst it is too late to collaborate with EO over the externally facilitated Board review on this occasion, all Colleges can use the UHI tool for internal reviews free of charge, and suggested there is merit in investigating this. In the spirit of collaboration going forward it was suggested working together for any future externally facilitated reviews. Cathie to investigate the use of the tool for future internal Board reviews.		
	<b>(ii) AOB</b>		
13.2	Shelly noted that plans for the UHI Shared Finance Service are being progressed with 3 Options now being considered.		
<b>A.20.04.14</b>	<b>Date of Next Meeting 14-01-2021 – Joint meeting</b>		
<b>RESERVED ITEMS</b>			
<b>A.20.04.15</b>	<b>Draft Reserved Minutes from Audit Committee held on 6 October 2020</b>		
15.1	This item is reserved and the minute held on confidence.		
<b>A.20.04.16</b>	<b>Draft Reserved Matters arising from Audit Committee held on 6 October 2020</b>		
16.1	This item is reserved and the minute held on confidence.		
<b>A.20.04.17</b>	<b>Compliance with Code of Good Governance</b>		

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		<b>ACTION</b>	<b>DATE</b>
17.1	This item is reserved and the minute held in confidence.		
<b>A 20.04.18</b>	<b>Draft Annual Report from the Audit Committee to the Board.</b>		
18.1	This item is reserved and the minute held in confidence.		



# MORAY COLLEGE UHI

Evaluative Report & Enhancement Plan 2019-20  
(Internal Update)

## **1. Context Statement**

Due to the impact of Covid-19, there is no formal requirement for the college to complete a comprehensive EREP and submit to Education Scotland for the Academic Year 2019-20.

However, given the context of a challenging year where there have been significant opportunities to evaluate our provision and learn from our collective responses, a decision was taken by SLT to undertake a simplified evaluation within this specific context and provide an update against the Enhancement Plan.

This EREP allows us to reflect on how we responded to the challenges presented by Lockdown and maintaining a high standard of delivery during a shift to online learning and support services.

Areas for improvement have been identified as learnings from delivery of college operations during the lockdown period. These are to be addressed in Academic Year 2020-21 and will inform operational planning and quality process development and implementation.

## 2. Methodology

This Evaluative Report and Enhancement Plan (EREP) follows similar reporting requirements laid out in the Scottish Funding Council (SFC) publication Supplementary Guidance for College Evaluative Reports and Enhancement Plans for AY 2017-18 (most recent update) and is developed as an interim internal report for the purposes of checking progress and further enhancement planning within a specific context. The report provides the college's evaluative response to four high level principles which have been adapted from How Good Is Our College? (HGIOC?).

- Leadership and Management
- Participation in Evaluation and Enhancement
- Provision and Support for Learning, Teaching and Assessment
- Curriculum Development and Student Pathways

As identified in the Enhancement Plan 2017-18, the college now has fully embedded a range of quality arrangements, set out in a Quality Cycle, to ensure that evidence from various sources is collected and analysed throughout the year.

The college gathers and maintains data throughout the learner journey, from application and enrolment through to in year progress, success and destination. This is made available to staff through reports and is used to inform Curriculum Committee Meetings (CCMs), Support Committee Meetings (SCMs) Course Reviews of underperforming courses, student progress (MORAGAA) meetings and reflective self-evaluation. CCMs and SCMs were not undertaken after lockdown was initiated, however MORAGAA meetings continued to be held to support decision making in relation to adapted assessment arrangements.

Moray College was one of the only Academic Partners to ensure that all curriculum and support areas carried out self-evaluation and submitted reports to the Quality Office.

There has been no endorsement activity linked to these as in previous years, however themes have been fed back to staff and this report is directly informed by those Curriculum and Support EREPs.

An update on the 2017-18 Enhancement Plan is available in a separate document for ease of reading.

### **3. Leadership and Management**

#### **Areas of positive practice**

- Almost all curriculum and support EREPs cited team leadership as being effective in promoting cohesion and peer support amongst staff.
- Leadership and management staff quickly adapted to working remotely and meeting online, establishing opportunities for meeting collectively to ensure continuation of service for students.
- Supportive and collaborative relationships between managers and their teams, as well as across teams within the college ensured seamless curriculum delivery from March 2020 to the end of the academic year.
- Broader information sharing with a wider staff collective on a weekly basis was central to ensuring consistent communication and decision making, and this was implemented at a college and departmental levels.
- Line managers worked with the HR team to ensure furloughed staff were not isolated from the college community and were able to engage in informal activities with colleagues where appropriate.
- College leaders worked to ensure national decision making around quality processes was appropriate and that subsequent implementation was robust but carried out in a way that took into account the challenging context staff and students were working in.
- College representatives worked closely with staff from across UHI (Crisis Management Group, Health and Safety Management Group, Tertiary Reference Group) and the wider sector (Colleges Scotland Covid Response Group, Colleges Scotland Vice Principal Group, College Development Network Quality Development Group) to ensure a consistent and collaborative response to the changing situation.
- Clear guidance was made available by leaders and managers to ensure all staff and students understood expectations, processes and planning for continued service delivery.

#### **Areas for Improvement**

- Further development of procedural guidance for remote working and online spaces for facilitate effective working online both by internal staff and external stakeholders.
- Ensure ongoing curriculum and support team meetings are planned for 2020-21 to build on effective remote team working established during lockdown.

### **3. Participation in Evaluation and Enhancement**

#### **Areas of positive practice**

- CCMs and SCMs were postponed during the lockdown period, however the increased regularity of meetings and opportunities for review of provision ensured that staff teams had opportunity to reflect and evaluate, with actions being made weekly to maintain a continued service and respond to staff and student needs quickly.
- Teams undertook informal feedback activity with students and stakeholders to ensure provision met their needs and that additional support was signposted to, whether it was technical or pastoral in nature.
- The Student Satisfaction and Engagement Survey (SSES) had a response rate of 32% which, given the context, was a success and above the adjust target of 30% rather than 60%.
- 93% FE students agreed they were satisfied overall with their college experience and the college saw positive responses of over 90% relating to online resources, support from staff and feedback to inform learning.

#### **Areas for Improvement**

- Now there are established ways of working online, focus on formalised evaluation and planning for enhancement activity can be undertaken remotely using appropriate technology. SCMs and CCMs are planned for each semester.
- Responses relating to the impact of HISA were poor and reflect the need for a more comprehensive approach in supporting HISA officers to engage with students, particularly in a remote context.



## 4. Provision and Support for Learning, Teaching and Assessment

### Areas of positive practice

- Overall success rate for FTFE programmes 74.3% which is the highest ever achieved by the college.
- 82.8% students were retained, which is significantly above previous year's student retention and over 7 percentage points above the Scotland average for 18/19. This figure was, to some extent, artificially inflated as no students were WD during the lockdown without SLT approval to ensure that as many students as possible were engaging with college and had access to relevant support mechanisms during this difficult time. However, retention was year-on-year higher at the point of lockdown by 0.3 percentage points.
- Meetings for those programmes in course review were suspended during lockdown, however additional discussions held through MORAGAA process to offer additional support and scrutiny of these programmes. All courses in review due to previous year success outcomes below 60% improved success rates in 19/20, by an average of 19 percentage points (Table 1).
- Engagement with online learning approaches was high and almost all students engaged with teaching staff to access learning materials and complete outstanding assessment.
- Almost all teams were able to implement holistic assessment decision making against course aims.
- Effective collaboration between support and teaching teams has been highlighted across almost all curriculum and support team EREPs, reflecting the cohesive approach taken to support students to achieve during unprecedented circumstances.
- Support for staff to deliver online learning was prioritised, with a range of webinars, training events and 1:1 support made available through the Learning and Teaching Academy, the Brightspace Champion and Learning Coach.
- All quality processes as determined by awarding bodies were carried out successfully and highlighted in a number of departments the effecting tracking and progress monitoring arrangements. A fair and robust approach was taken in all assessment decision making, supported, where appropriate, by SLT.

### Areas for Improvement

- Tracking and progress monitoring approaches across curriculum teams are varied, with a minority of teams struggling to implement holistic assessment against course aims. Additional support required to share good practice, particularly in relation to use of formative assessment as a mechanism for informing professional judgement.
- SLT raised concern with operational managers that teaching teams were over-assessing and undertaking more unit level delivery and assessment than required in guidance set out by awarding bodies and ratified by Colleges Scotland and Quality Forum. Development of confidence in decision making through promoting staff

autonomy in decision making and support of professional judgement through comprehensive implementation of Professional Standards for Lecturers in Scotland's Colleges would help to prevent this in future.

- Assessment against course aims highlighted the need for more specific course aims for college certificates, to be taken forward through the Course Approvals and Modifications Process.

<b>Course in review</b>	<b>18/19 Success</b>	<b>19/20 Success</b>
NC Health and Social Care L6	52.6%	59.38%
NC Social Science L6	52.4%	80%
NQ Playwork L5	42.9%	61.9%
Practical Science L5	46.2%	68.75%
Engineering Practice L5	42.1%	57.14%
NQ Access to Beauty L4	36.4%	72.73%
Beauty L5	59.5%	76.92%
NQ Sport and Fitness L5	47.1%	80%

Table 1 – Course Review Success 2019-20

## **5. Curriculum Development and Student Pathways**

### **Areas of positive practice**

- Student progression decisions were made holistically, using input from teaching and support staff. Non-academic conditions linked to attendance were discussed at MORAGAA and appropriate decisions made at Course Achievement and Progression Boards.
- Planned changes to curriculum were able to progress through virtual Course Approval events, with changes across three vocational delivery areas away from awarding body regulated programmes, to college certificate courses to enable more flexible delivery informed by student and stakeholder needs.

### **Areas for Improvement**

- Adjustments required to programmes to ensure resilient to wider context changes as seen in 2019-20 to be factored into the course approvals and modifications process.

### **Capacity for Improvement**

The college has continued to demonstrate throughout 2019-20 that it has the structures, processes and systems in place to increase learner success and engage highly effectively with stakeholders even in the face of a global pandemic. Outcomes reflect the work undertaken to fully embed a culture of quality and enhancement, with processes, systems, approaches and practices under systematic review to ensure future resilience.

Partnership working and the college's contribution to local and regional development continue to be key strengths and the Academic Partnerships team has further consolidated this activity. Ongoing engagement with regional activity further enhances the college's capacity for improvement.

The college has demonstrated it has the capacity and ability to ensure that the quality of provision and outcomes for learners can be improved, and will be able to sustain high outcomes for all going forwards.





Area for Development	Action	Intended Impact	Timeline	Update 18/19	Update 19/20
<b>Outcomes and Impact</b>					
<p>The analysis of equalities data at programme and curriculum level is limited and the development of up-to-date reporting systems to supplement evaluation processes needs to be a key focus for the coming year. Engagement with the regional Student Data Reporting Group and the Regional Attainment Strategy will better enable all staff to participate with this in a meaningful way. There are a small number of courses with weak outcomes across Engineering, Science and Health, Social and Childcare. Teams will engage with supported interventions to make use of evaluation and action planning for improvement to ensure students on all courses have parity of opportunity for success.</p> <p>Care Experienced learners' success is lower than the college total, however it is in line with the regional picture. The college will engage with the Regional Attainment Strategy to address this attainment gap.</p> <p>Retention on full time FE programmes has remained static between 16/17 and 17/18 at 75%, and whilst there has been a clear impact of the LDW in terms of timing of withdrawals, this is an area for development for the college going forwards.</p>	<p>Implement attainment and progress monitoring activity through the Quality Cycle and Regional Attainment Strategy to include all programmes, with a particular focus on at risk courses and those with significant attainment gaps.</p>	<p>Extended analysis of data at curriculum level. Improved learner outcomes.</p> <p>Improved learner outcomes for Care Experienced Learners.</p> <p>Improved Retention.</p>	<p>Immediate, with initial phase to be completed by June 2019.</p> <p>Secondary phase to be delivered in 19/20.</p>	<p>Course Review has been undertaken for the ten lowest performing FTFE programmes (Success PI) 7 of those 10 programmes have increased success by an average of 20 percentage points.</p> <p>Two programmes discontinued due to repeated years of low outcomes (L4 Digital Media &amp; L6 Applied Sciences).</p> <p>Engagement in Regional Attainment Strategy work has enabled staff to share practice from across the UHI partnership and identify possible solutions to areas for development.</p> <p>'Critical Friend' Review visit arranged for November 2019.</p> <p>Increase in retention on FTFE programmes (subject to Audit) for 18/19 to 78.6% - an increase of 8.8 percentage points.</p>	<p><b>Completed</b></p> <p>Course Review has been undertaken for the ten FTFE programmes with a Success PI of under 60% plus Highers falling below the national average. Nine of those ten programmes have increased success by an average of 20 percentage points. Highers results to be confirmed in August.</p> <p>'Critical Friend' Review undertaken in November 2019 for the curriculum area with lowest outcomes (CHESS), this curriculum area has now achieved over 70% success for FTFE programmes.</p> <p>Increase in retention on FTFE programmes for 19/20 to over 80%, with success above 70% for the first time (subject to Audit). Outcomes for Care Experienced learners have increased from under 40% in 15/16 and 16/17, to 50% in 17/18 and over 60% in 18/19. 19/20 data not yet available. Retention on FTFE programmes to over 80% in 19/20.</p>
<b>Delivery of Learning and Services to Support Learning</b>					
<p>Not all curriculum teams use LMI to plan the curriculum, however this is included in the curriculum review process as per the curriculum strategy and will be implemented AY 18/19.</p>	<p>Develop a curriculum map and undertake a gap analysis to ensure Moray College has a flexible curriculum portfolio that meets and is responsive to local needs in accordance with the Moray Skills Investment Plan (SIP)</p>	<p>A responsive curriculum that aligns to local, regional and national priorities and needs.</p>	<p>Immediate, initial phase to be completed by June 2019.</p>	<p>Curriculum Strategy mapping underway, with meetings held across all curriculum areas. Analysis work for Growth Sectors reported and discussed at Board Development Day. Volume, specialist and application-driven sectors to follow. Still an issue with securing LMI from SDS that is sufficiently localised and disaggregated.</p>	<p><b>Completed</b></p> <p>Curriculum Gap Analysis Report - Moray Skills Investment Plan reported to LTQC October 2019.</p> <p>Project to share 'best practice' data sharing and planning as carried out between Moray College UHI and SDS Moray initiated (on hold due to C-19).</p>
<p>Too many learners do not have access to relevant work experience, therefore planned placement activity will be included in the majority of curriculum areas where appropriate following the implementation of the curriculum strategy.</p>	<p>Develop an audit tool and Heads of Curriculum carry out a gap analysis to begin the implementation of the FE Course Design Principles identified in the Curriculum Strategy. Initial task will be to implement the</p>	<p>Improved retention and destination outcomes.</p>	<p>Immediate, initial phase to be completed by June 2019. Secondary phase 2019-20, followed</p>	<p>A number of courses have undertaken modifications to better provide opportunities for relevant work experience and work placement.</p> <p>Staff have reported that increasing out of college visits to a local employers has</p>	<p><b>Completed</b></p> <p>FE Design Principles implemented at the point of approval and modification of any FE programmes through CAMP process.</p>

Area for Development	Action	Intended Impact	Timeline	Update 18/19	Update 19/20
	curriculum design principles for 'Skills for Learning, Life and Work'.		by final completion 2020-21.	provided useful opportunities for students to engage with real working environments. The Hospitality team have developed a charter with local employers to raise standards of work experience for learners and to work with stakeholders in curriculum design and placement organisation. A placement administrator recruited in Health and Social Care.	Gap analysis undertaken for current FE programmes highlighted areas for development to be supported into 20/21 through curriculum mapping activity tied into quality enhancement activity and the quality cycle.  Placement activity impacted by C-19, however opportunities for employer engagement through course approval and curriculum delivery present in all course areas.
The quality of learning and teaching is too variable, with many classes being overly lecturer-led and reliant on lengthy periods of exposition leading to passive learners and limited engagement. Teaching staff would benefit from CLPL to broaden the range of teaching approaches used and assist with differentiation of learning to meet the needs of all learners.	Oversee the delivery of Learning and Teaching CPD opportunities for staff, to include monthly workshops, Development Day activity and a Learning and Teaching Conference.  Development of Learning & Teaching 'scholarship' culture in line with the RIKE Strategy Action Plan.	A wider range of learning and teaching approaches identified. Improved learner outcomes.	Immediate, initial phase to be completed by June 2019. Secondary phase of implementation in 2019-20 with further review and development of the process in 2020-21.  To be completed as per the RIKE Strategy Action Plan (up to 2022).	Workshops being undertaken, both open to all staff and specific to teams by request. Brightspace (the new VLE) the focus of all lecturer CPD for academic year.  Action plan being followed, engagement in REF Managers sub group to plan for REF 2028. Head of Academic Partnerships team taking more of a lead in relation to research and knowledge exchange with a number of upcoming events and opportunities being shared with teams. Attended Research Forum. Knowledge Transfer project involvement.	<b>Completed</b>  Learning and Teaching conference held by UHI Learning and teaching Academy with MCUHI staff attendance.  Monthly learning and teaching update emails sent to all staff, signposting to L&T resource area on SharePoint.  Learning Coach and Brightspace Champion both delivering ongoing support and development (see LTQC paper on Learning Coach Impact), with Brightspace Champion time allocation increasing from 2 hours per week to 5 for 20/21.  Anecdotal evidence suggests attendance at LTA staff development activity has increased, awaiting figures from LTA to confirm.  RIKE Strategy Action Plan is on track, will all milestones to 2020 met.
There has been limited engagement by teaching staff in peer review or professional dialogue throughout the academic year, although a high proportion of staff completed and returned a reflective self-evaluation of their teaching practice. There is a requirement for a systematic and supportive approach to evaluation of learning and teaching to support professional development and opportunities for improvement in practice.	Undertake work within a regional context as part of Quality Forum Quality Harmonization core group to employ a systematic supportive process of evaluation of provision, in particular Learning and Teaching.	Enhanced capacity for professional discussion. Improved the learning and teaching experience for all staff and learners. Better informed and support continuous improvement activity	Completion as per the timeline set out regionally. Immediate, initial phase to be completed by June 2019. Secondary phase of implementation in 2019-20 with further review and development of the process in 2020-21.	LTR approved by UHI Quality Forum and SMCT, endorsed by Partnership Council and Argyll College UHI. Pilot completed with 100% positive feedback from staff. MEET team created, with new post of Learning Coach being recruited. Streamlining of previous support offering allowing for new role creation. Joined up mentoring and support from new start to experienced practitioner, utilising observation of learning and teaching to inform reflection and professional dialogue.	<b>Completed</b>  LTR is in place (see LTQC paper) and has been used to support staff, with 16% teaching staff engaging in the process during 19/20 (limited by C-19).  Moray College UHI Enhancement Framework underpins CCMs/SCMs which are both carried out in line with a regional approach to evaluation.
<b>Leadership and Quality Culture</b>					
Although challenging and robust targets have been set through the Strategic Plan at a strategic level, there is opportunity for improvement on the setting of targets across all levels of the college, to	Implement attainment and progress monitoring activity, with specific reference to targeted outcomes through the Quality Cycle and Regional Attainment Strategy.	Improved outcomes for learners.	Immediate, complete by June 2019. Engage with further regional activity as per	MORAGAA meetings undertaken including predicted achievement exercise. Course Reviews undertaken (<60% attainment 17/18) with 7 of 10 courses in review improving outcomes by an average of 23 percentage points. Regional Attainment	<b>Completed</b>  MORAGAA meetings continue as part of ongoing progress monitoring.

Area for Development	Action	Intended Impact	Timeline	Update 18/19	Update 19/20
support the focus of teams in relation to measurable outcomes.	Implement course review with explicit reference to expected outcomes above average.		regional strategy timeline, to 2021.	Strategy work also being undertaken in the 3 identified areas - Care, Computing, Hospitality. Success rate for full-time FE remains above Scotland average for second year in a row.	Success rate for FTFE programmes now above target as set out in ROA (70%).
Communication of college priorities, decisions, and the reasoning behind them is often too slow and fragmented, often communications pass through too many layers within the management structure before reaching operational staff. A comprehensive review of the management structure and a consequent re-structure aims to directly address this in 2018-19 onwards.	Develop a set of behaviours which underpin the College CORE Values and roll these out to all staff, particularly in relation to communication. Implement and review management restructure, to ascertain impact.	Improved outcomes in the staff survey. Improved staff feedback in relation to organisational culture.	Initial phase to be completed by Easter 2019. Further values work to be undertaken in 2019-20 in response to the staff survey in 2019.	Underway, updates provided to the Staff Governance Committee.  SCT meet fortnightly to ensure opportunity for discussion and decision-making is timely and inclusive. College Management Team (CMT) occurs monthly and gives a platform for all line managers in the college to share updates and contribute to decisions.  Curriculum Leadership teams meet weekly to discuss activity, manage quality enhancement activity and discuss student and curriculum issues. There is further work to do in this area, as many staff reflect that communication is still poor.	<b>In progress.</b>  The focus of this work has moved away from developing a set of behaviours, to creating opportunities for staff groups to collaborate on addressing issues as raised in the staff survey.  Working groups set up to address key themes, with smart objectives agreed for implementation in 20/21.  Progress of meetings to determine smart objectives impacted by C-19 – leaving one working group still to submit objectives.
It is difficult for operational teams to access data easily which can hamper efforts of evaluation and enhancement planning throughout the year. College Senior Leaders are committed to developing options for accessible data in year and will use this to further supplement the now established evaluative processes.	Identify requirements for data sharing and ensure relevant data is accessible by course teams to supplement attainment and progress monitoring activity through the Quality Cycle and Regional Attainment Strategy.	Improved learner outcomes.	Immediate, initial phase to be completed by January 2019. Wider review and impact assessment in 2019-20 and 2020-21.	A UHI project has begun to enhance access to data for all staff at all partners. Meantime MIS staff make reports available on a weekly basis and respond to requests for further information as required.  Implementation of Quality Unit Sharepoint site, alongside improved collaboration between MIS and Quality Unit is supporting and promoting data sharing and use across teams to inform evaluation and enhancement planning activity.	<b>In progress – Regional Project out with the control of MCUHI.</b>  UHI project to support data sharing and analysis has been put on hold due to staffing issues at another Academic Partner.  An regional working group has been set up and has representation from Moray College Staff, which will meet in 20/21.



## UHI Curriculum Planning Review Group – Update for Noting

Current UHI curriculum planning systems support “status quo” rather than “change” and UHI is not good at stopping doing things that are no longer viable or have even become obsolete. This approach is responsible for 80% of HE students enrolling on 30% of HE programmes and this is just not sustainable. Also, there is a real concern that to date, there has been no coordinated plan to shape the curriculum to prepare for the application of price group funding which also threatens the premium funding that HNs currently bring. Therefore, as part of the ‘change plan’, a review of how UHI plans its curriculum is underway with a view to taking the following to Partnership Council in February 2021:

- a) A high-level curriculum strategy
- b) A compilation of existing datasets with some initial modelling of the impacts of *potential* interventions based on (a)
- c) Options for who will be empowered to use (b) to implement (a) via a revised curriculum
- d) A list of secondary curriculum related issues which have come up during consultation

The process of carrying out this review is complicated because it considers all provision at SCQF level 4 – 11 (FE and HE), across 13 academic partners considering individual AP missions as well as the UHI collective mission, therefore different strategies will need to be applied to different parts of the curriculum. The usual approach would be to develop the high-level strategy with a clear articulation to the mission in order to provide a framework in which to carry out a curriculum review, but this high-level work will likely be delayed as it is expected the new UHI Principal may want to be involved in shaping this. Meantime the curriculum review work can’t wait, so the plan is to get started on the work and then ‘flex and respond’ as a strategy and mission are developed.

So far, the following themes have emerged from discussions:

- Curriculum sustainability (a function of the volume and resource required to deliver it)
- Agreement and maintenance of a credible choice of curriculum available across the UHI region (regional core)
- Respect for AP mission (for example with the specialist APs)
- Meeting local, regional, and sometimes national demand (as evidenced both by recruitment and information from employers)
- Ability to attract extra-regional students based on the quality, uniqueness, or employer links. (e.g. IBM, Ben Nevis, or Boeing)

### Next steps

1. A set of curriculum drivers has been developed (attached) and individuals identified to lead a small group and coordinate an analysis of each driver (which will involve looking at the current curriculum, modelling a series of possible change scenarios and evaluating the impacts). Volunteers have been asked to join the groups.
2. Discussion is still taking place to determine who could/should do the actual planning of the curriculum once all the required information is available. Should this be an existing body or does a new body need to be created to do this?
3. Gary Campbell continues to collate issues emerging from review discussions.
4. Next meeting on Thursday 17 December.

C Newlands

14 December 2020

Table 1: High-level Curriculum Drivers

Curriculum questions	Comments	Notes on data requirements	Lead
Overall commentary and synthesis	Based on proforma inputs from everybody to minimise editing		Gary Campbell
Setting minimum target programme sizes	80% of HE students on 30% of programmes is not sustainable but care is needed to consider schemes, new programmes, etc.  NB this is not a trivial matter for FE where definition of a programme is problematic / complex		Gary Campbell
Setting minimum module or unit sizes	As above and see: <a href="#">Proliferation</a>		Gary Campbell
Review degree architecture	This has been discussed before, it has potential benefits of sustainability and allowing students to shift routes but has limitations on applicability and is often resisted by those academics or APs whose modules would be 'lost'.		Brian Boag
Revisiting the balance between degree and SQA (HN) provision	In 2019/20 we made 1327 awards of HNC and only 105 of Cert HE. There needs to be a balance between 'known' HN brand and the impact (circa £5 million) of SFC funding changes – also articulation considerations.		Val Innes
Development of a regional core	This is at the heart of what UHI was created to provide. Such a development would change the way we manage (fund?) networked provision.		Gary Campbell
Shifting to a funding group profile which more closely matches that expected by the SFC	This was agreed three years ago but very little progress has been made to date. We will calculate the potential financial impact and model some possible responses.		Margaret Antonson
Increased levels of networking of FE	This has the potential to increase sustainability, this was initiated by Diane, but funding considerations have limited our collective willingness to extend this option thus far. Consider the potential, benefits, issues, requisites for increased levels of HE networking		Fiona Grant
QS Grid mapping	Assessing the potential for QS grids to provide a triage method for identifying curriculum in need of more detailed scrutiny		Elaine Sutherland
Seeking to match curriculum to emerging employer requirements	Need to consider information from HIE, SDS and local contacts but as with other elements, needs to be tempered with other considerations.		Alan Ogg
Tertiary mapping	Revisiting the work previously undertaken to ensure that there are progression routes and looking for ways to communicate these to potential students and employers etc		Lydia Rohmer



**Agenda Item Reference: BM 20.07.13 (i)**

<b>Title of Paper:</b>	Q1 Management Accounts and FY 2020-21 Turn-Out			
<b>To Committee:</b>	Board of Management			
<b>Subject:</b>	Q1 Management Accounts and FY 2020-21 Turn-Out			
<b>Version number and date:</b>	9 December 2020			
<b>Brief summary of the paper:</b>	<p>The key messages for the Board to note are as follows;</p> <ul style="list-style-type: none"> <li>- The College is reporting a <b>break-even position</b> for Q1.</li> <li>- This is an <b>Underlying Operating Surplus</b> (as per the SFC's definition) of £98k.</li> <li>- The full year forecast for FY 2020-21 is a deficit of £703k – This is in line with the approved forecast.</li> <li>- The College closed the quarter with a positive cash balance of £467k (excluding student support funds).</li> <li>- The full year forecast is a closing position of a <b>cash deficit of £450k</b> (excluding student support funds).</li> </ul>			
<b>Recommendations:</b>				
<b>Action requested/decision required:</b>	For noting and discussion			
<b>Status: (please tick ✓)</b>	<b>Reserved:</b>	X	<b>Non-reserved:</b>	
<b>Date paper prepared:</b>	9 December 2020			
<b>Date of committee meeting:</b>	15 December 2020			
<b>Author:</b>	Director of Finance			
<b>Link with strategy:</b> Please highlight how the paper links to, or assists with: Strategic Plan including <ul style="list-style-type: none"> <li>• Curriculum</li> <li>• Learning and Teaching</li> <li>• Organisational culture</li> <li>• Partnership</li> </ul>	Enclosed papers are linked to the College's financial sustainability.			

**Agenda Item Reference: BM 20.07.13 (i)**

<ul style="list-style-type: none"> <li>• Sustainability</li> </ul>	
<b>Equality and diversity implications:</b>	N/A
<b>Resource implications:</b> <i>(If yes, please provide detail)</i>	N/A
<b>Risk implications:</b> <i>(If yes, please provide detail)</i>	Risk of failing to achieve financial sustainability.
<b>Appendices:</b>	As enclosed

**Agenda Item Reference: BM 20.07.13 (i)**

**Key points to Note from Q1 Management Accounts**

**Income**

Q1 income is broadly in line with expectations based on the FY 2020-21 forecast as approved by the F&GP and Board in September 2020. The notable exception is Flexible Workforce Development Funding (FWDF).

The College's original budget included £200k of FWDF – based on the brought forward income from FY 2019-20 (£115k) plus an additional £85k that the College was confident of securing from the FWDF FY 20-21 funding. Since the budget was set, the period of delivery of funding was extended so that organisations could use their 2019-20 allocation up to 31 December 2021. This has made it increasingly difficult to convince employers – many of whom are attempting to catch up on work lost during earlier lock down periods, to use their training budgets before the end of our financial year in July 2021. Work is ongoing to secure delivery of training by July 2021 but a prudent reduction to FWDF (-£85k) has been made until we are more confident of delivering the required amount of training within this financial year.

**Expenditure**

Expenditure – both staff and non-staff costs are running lower than anticipated for one quarter through the financial year. At this stage it is too early to confirm if the underspend is maintainable throughout the rest of the year – with significant practical elements of some courses being back loaded into semester 2 affecting both staff costs and teaching materials. Given the forecast reduction to income we are committed to achieving a reduction in overhead expenditure to match the decrease in income.

An in-depth review of the potential additional efficiencies we are securing due to the current working practices (working from home/blended on-line learning) is on-going and the results will be shared with the Committee as part of the Q2 management accounts and full year reforecast process.

**Cash**

The positive cash position of the College at the end of Q1 is due to the timing of funding draw down and does not represent an improvement to the underlying cash position for the full financial year. The reduction in FWDF will have a direct impact on the closing cash position of the College at the end of the financial year and further increase the deficit unless additional reductions in overhead expenditure are secured.

INCOME & EXPENDITURE STATEMENT (excl pension adjustments)

	Revised FFR - Sep 2020	Latest Position		Anticipated Out-Turn	Variance
	(20/21 Annual)	Actuals (Aug-Oct 20/21)	Estimate (Nov - Jul 20/21)	(YE 31 Jul 21)	(Anticipated Out-Turn v Revised FFR)
	£'000	£'000	£'000	£'000	£'000
<b>Income:</b>					
FE Recurrent Funding	5,387	1,356	4,031	5,387	-
HE Recurrent Funding	2,375	598	1,777	2,375	-
Other Recurrent Funding (Excl DCG)	5	-	5	5	-
Maintenance Funding	250	37	213	250	-
<b>Commercial Income</b>	<b>330</b>	<b>45</b>	<b>200</b>	<b>245</b>	
- Oil and Gas Assessment Centre	110	38	72	110	-
- FWDF	200	-	115	115	(85) Note 1
- Leisure	10	-	10	10	-
- Other	10	7	4	10	-
<b>Other Education Activity/Income</b>	<b>462</b>	<b>108</b>	<b>354</b>	<b>462</b>	
- Modern Apprenticeships	112	29	83	112	-
- Employability Fund	70	22	48	70	-
- Foundation Apprenticeships	180	57	123	180	-
- Job Centre Plus/DWP	100	-	100	100	-
<b>Tuition Fees (HE &amp; FE)</b>	<b>1,513</b>	<b>364</b>	<b>1,149</b>	<b>1,513</b>	
<b>Other Income (excl Release of DCG)</b>	<b>1,137</b>	<b>269</b>	<b>868</b>	<b>1,137</b>	
- European Funding	7	-	7	7	-
- Other Grants	500	145	355	500	-
- Nursery	335	90	245	335	-
- Beechtree	-	1	(1)	-	-
- Hair, Beauty, Comp Therapy	25	1	24	25	-
- Misc Income	220	24	196	220	-
- Rent of accommodation	50	9	41	50	-
<b>Release of DCG</b>	<b>379</b>	<b>101</b>	<b>294</b>	<b>395</b>	<b>16</b>
Scottish Teachers Superannuation Funding	306	77	229	306	-
National Bargaining Funding	968	242	726	968	-
Furlough Income	200	80	120	200	-
	<b>13,312</b>	<b>3,277</b>	<b>9,966</b>	<b>13,243</b>	<b>(69)</b>
<b>Expenditure:</b>					
Staff Costs	(11,096)	(2,692)	(8,364)	(11,056)	40 Note 2
Operating costs	(2,058)	(362)	(1,651)	(2,013)	45 Note 2
Depreciation	(877)	(222)	(655)	(877)	-
	<b>(14,031)</b>	<b>(3,276)</b>	<b>(10,670)</b>	<b>(13,946)</b>	<b>85</b>
<b>Total Surplus/(Deficit)</b>	<b>(719)</b>	<b>1</b>	<b>(704)</b>	<b>(703)</b>	<b>16</b>
Depreciation	877	222	655	877	-
Repayment of loan	(97)	(24)	(73)	(97)	-
Deferred Capital Grant	(379)	(101)	(294)	(395)	(16)
<b>Underlying Deficit</b>	<b>(318)</b>	<b>98</b>	<b>(416)</b>	<b>(318)</b>	<b>-</b>

Notes - Anticipated Out-Turn from Approved FFR

Note 1 - Decrement of £85k reflects current anticipated level of training that can be delivered under the FWDF before the end of the financial year in July. Businesses have until 31 December to spend their training budget brought forward from last financial year.

Note 2 - Additional savings to be achieved in the year through stringent control of staff and non-staff costs in the face of the reduced FWDF income.

CASH FLOW

	Revised FFR - Sep 2020	Latest Position		Anticipated Out-Turn	Variance
	(20/21 Annual)	Actuals (Aug-Oct 20/21)	Estimate (Nov - Jul 20/21)	(YE 31 Jul 21)	(Anticipated Out-Turn v Revised FFR)
	£'000	£'000	£'000	£'000	£'000
<b>Income Surplus / (Deficit)</b>	<b>(719)</b>	<b>1</b>	<b>(704)</b>	<b>(703)</b>	<b>16</b>
<b>Non-cash Adjs:</b>					
Depreciation	877	222	655	877	-
Deferred Capital Grant release	(379)	(101)	(294)	(395)	(16)
	<b>(221)</b>	<b>122</b>	<b>(343)</b>	<b>(221)</b>	<b>(0)</b>
<b>Financing</b>					
Loan Repayments	(97)	(24)	(73)	(97)	-
Capital Funding	662	218	444	662	-
<b>Capital Expenditure</b>					
- 2019/20 Projects - Cash received in prior year	(98)	-	(98)	(98)	-
- 2020/21 Projects	(662)	-	(662)	(662)	-
<b>Working Capital:</b>					
Repayment of EO drawdown in advance	(249)	(150)	(100)	(249)	-
July's furlough claim received in August	100	100	-	100	-
Other working capital movement	(50)	35	(85)	(50)	-
	<b>(394)</b>	<b>179</b>	<b>(573)</b>	<b>(394)</b>	<b>-</b>
<b>Net Cash Flow</b>	<b>(615)</b>	<b>301</b>	<b>(916)</b>	<b>(615)</b>	<b>(0)</b>
<b>Opening Cash Balance (Excluding Student Support Funds)</b>	<b>166</b>	<b>166</b>		<b>166</b>	<b>-</b>
<b>Closing Cash Balance (Excluding Student Support Funds)</b>	<b>(450)</b>	<b>467</b>		<b>(450)</b>	<b>(0)</b>
Closing Student Support Funds				220	
<b>Total Closing Cash</b>				<b>(230)</b>	

## **MORAY COLLEGE UHI**

### **F&GP REPORT TO THE BOARD – 2020**

#### **Introduction**

This report is prepared in line with the Standing Order requirement that the Committee present an annual report to the Board. The content is in summarised format as the key issues have already been shared at Board meetings during the course of the year.

#### **2020 Context**

- In the second half of 2019, it was accepted that although the 3 year Financial Recovery Plan (FRP) had been successfully delivered, the compound effect of additional unfunded costs and a reduction in the UHI allocation of FE funding had created a situation where the FRP based financial framework created by the College was no longer sustainable
- It was agreed that further intervention would be required to offset the effect of the deficit which had been created; given the efficiencies delivered as part of the FRP process, it was concluded that absent any change in core funding, the only lever was staff costs
- The UHI Principal and Chair of Court attended a College Board meeting in October 2019 where the situation was explained; no solutions were offered but the College was requested not to proceed at that point with any staff reduction scheme
- By June 2020, with nothing having changed and the College continuing to lose cash on a daily basis, the F&GP Committee recommended that Board consider all possible interventions including a staff reduction program

#### **Covid-19**

- The impact of Covid-19 has seen a further deterioration of the College's financial income with loss of commercial income only partly offset by lower running costs as a result of national restrictions which have meant that the College has been unable to function as normal since March
- The part year impact of restrictions amounted to c.£0.5m for 2019/20 before accounting for any furlough benefits

#### **UHI Partnership**

- The College has long held that the next step change in financial efficiency should come from a more equitable approach to funding allocations, the removal of organisational overlaps between Colleges and the EO, and securing synergies from the sharing of support services
- Despite a raft of ongoing initiatives across the Partnership, the College has yet to see any tangible financial benefits arising from any efficiencies delivered
- The F&GP Committee has continued to express concern about the direction and impact of what is referred to as an Aligned Finance Service whereby the Finance Function would be re-organised into a single UHI integrated service involving transfers of responsibilities but with no cost savings

#### **Voluntary Severance**

- Given the SFC position on funding, that cross Partnership efficiencies are unlikely to materialise in the short term, the ongoing uncertainty associated with covid-19 restrictions, and the fact that no material efficiencies exist within the College post the FRP process, the F&GP Committee fully supports the voluntary severance scheme as a last resort measure, and the only real option available to the College at this point to avoid ongoing negative cash flow





University of the  
Highlands and Islands  
Moray College

Oilthigh na Gàidhealtachd  
agus nan Eilean  
Colaiste Mhoireibh

**Wylie + Bisset**  
Chartered Accountants, Business & Tax Advisers

# Specification for Board Effectiveness Review

## December 2020



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# Contact Information

<b>Company Name</b>	Wylie & Bisset LLP
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[www.wyliebisset.com](http://www.wyliebisset.com)

# Approach & Timetable

## Scope of review

- Our objectives for this review are to ensure:
  - The Board assesses its effectiveness and has a robust self-evaluation process in place.
  - The effectiveness review covers the five sections of the Code of Good Governance.
  - The Board sends its self-evaluation and board development plan to the funding body.
  - There is sufficient input by Board members into the self-evaluation process.
  - Any actions arising from the self-evaluation are being actioned.

## Approach

Our approach to the review will be:

- To review Board and Committee remits, minutes, agendas and papers.
- To determine whether corporate documents are aligned with corporate objectives.
- To review risk registers in place.
- To interview Board members and staff based on the proforma/questionnaire. This will be carried out with a mixture of 1 to 1 meetings and group meetings.
- To attend and observe a Board Meeting.
- To review the structure of the Board and Board member development plans, appraisals, skills mix and induction arrangements.
- To examine recent surveys undertaken which include Board responses.
- To review any audit reports on governance.

## Deliverables

- We will provide a report of our findings and an overall opinion on compliance to the Code of Good Governance along with any areas for improvement identified from our review.

# Approach & Timetable

The table below details the planned dates for our fieldwork and the reporting on the review. The timescales set out below will enable us to present a final report to the Board and ensure that the report can be submitted to the Scottish Funding Council (SFC) by 30 April 2021.

Stage	Date
Attendance at Board Meeting	15 December 2020
Fieldwork Start	15 December 2020
Draft Report Issued	1 March 2021
Final Report Issued	31 March 2021
Board Meeting	TBC
Submission to SFC	30 April 2021

# Information Required

We have outlined below the information we will require as part of our review.

#	Information required
1.	All Board minutes, papers & agenda's for 2018-2020
2.	All Board Committee minutes, papers & agenda's for (Finance, Audit, Chairs, Remuneration, Appointments etc) for: 2018-2020
3.	Financial Regulations
4.	Board member meeting attendance statistics
5.	Strategic Plan
6.	Operational Plan
7.	Risk register
8.	Standing orders & Terms of Reference for the Board & its committees
9.	Board structure & composition
10.	Board recruitment & selection process
11.	Board skills audit
12.	Board training records
13.	Board 'corporate' self-evaluation
14.	Board member individual self-evaluations
15.	Financial Forecasts & Latest financial statements
16.	Internal Audit report on Governance
17.	Annual internal Audit report from Wylie & Bisset
18.	Management letter/Report from External Auditors for
19.	Organisation chart
20.	Job description and reporting lines for Board Secretary
21.	Leadership team remits

# Guidance Note – Conducting Externally Facilitated Effectiveness Reviews

## Scope

1. The recently update Code of Good Governance states that:

*“The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year’s plan) to its funding body and publish them online”.*

2. The Board Member Development Framework published in November 2015 offered guidance to the sector on board training and evaluation in general. This Guidance Note builds on that and provides more detailed guidance on conducting an externally facilitated evaluation of board effectiveness.
3. Every board will be slightly different and at a different stage of its own development. It is important therefore that the evaluation focuses on the issues of most importance to the development of the board but the review is also a mechanism to provide assurance to college funding bodies that the level of governance in each organisation is appropriate. It is suggested therefore that the output from an externally facilitated evaluation should be both a basic level of assurance relating to core governance requirements plus an agreed list of actions on areas that board members wish to develop their governance further.
4. This external evaluation process is not intended to duplicate routine work undertaken by internal auditors to assess the governance processes of the organisation either as part of the normal annual audit programme or in order to support the Annual Statement of Compliance in the annual report. Audit reports will however provide helpful background material and should be made available to the external facilitator if appropriate (see below).

## Evaluation Process

5. It is suggested that the effectiveness review should cover the five sections of the Code of Good Governance:
  - **Leadership and Strategy**
  - **Quality of the Student Experience**
  - **Accountability**
  - **Effectiveness**
  - **Relationships and Collaboration**
6. A board may choose to add to those topics if it so wishes. A summary of the detailed requirements covered in each section of the Code and two simple questions that a board may wish to use to evaluate itself are set out in Annex A.
7. The process of the review itself should include a number of steps:

<b>Process</b>
1. Board to agree the areas to be covered in the review (all sections of the Code as a minimum), the process and timescales required.
2. Recruit the independent facilitator who is to provide external validation and agree the proforma or questionnaire to be used.
3. Board members and senior staff who work closely with the board, provide their views to the facilitator on (a) board performance to date (b) areas for future development using a proforma/questionnaire. This process can be done in a range of ways including:

<ul style="list-style-type: none"> <li>i. A board workshop is held that results in an agreed summary of views; or</li> <li>ii. Members and senior staff complete the proforma/questionnaire and the facilitator summarises the results; or</li> <li>iii. The facilitator undertakes 1 to 1 interviews with some or all board members and staff based on the proforma/questionnaire.</li> </ul>
<p>4. The facilitator pressure tests the views expressed at step 3 by, as a minimum:</p> <ul style="list-style-type: none"> <li>o Observing at least one board meeting.</li> <li>o Undertaking a desktop review of: <ul style="list-style-type: none"> <li>o a sample of board and committee remits, minutes, agendas and papers.</li> <li>o a sample of corporate documents to examine alignment between corporate objectives, the objectives of supporting strategies such as HR, estates and finance and the performance information coming to the board and its committees.</li> <li>o the risk register and a sample of recent audit reports.</li> <li>o the current board and board member development plans, appraisal and induction processes and the skills matrix used.</li> <li>o recent staff, student or stakeholder surveys and any board responses.</li> <li>o any audit reports on governance that are used to underpin the Statement of Compliance in the annual report.</li> </ul> </li> <li>o If step 3iii above is not chosen, conducting 1 to 1 interviews with a sample of board members and senior staff including a staff and student board member.</li> </ul>
<p>5. The facilitator draws up a draft report summarising the output for steps 3 and 4. The board is given an opportunity to discuss and comment on the facilitator's findings and to draw up an action plan for areas of development over the next 12 months.</p>
<p>6. A final report is provided by the facilitator to the board and the board chair writes to the relevant funding body as required by the Code of Good Governance.</p>

### External Facilitator

8. It is common across the public and private sectors for annual governance self-evaluations to be alternated every few years by an external review that is independent of the organisation and is used as a means of validating/calibrating the board's view of itself. A number of companies and individuals undertake this work. It is for each board to decide who it wishes to contract with but the successful person should meet the following minimum criteria:
- A clear understanding of how to undertake an external governance review of the type required.
  - Independent of the board and the college/strategic body being evaluated.
  - Expertise in board governance with knowledge of college sector governance issues and the requirements placed on its boards.
  - An ability to provide rigorous challenge to the board while developing a constructive relationship with it.
9. Each board will agree the terms of the contract with their reviewer but, as a rough guide, if the reviewer were asked to undertake steps 3-6 above, this might require 5-9 days of their time (step 3iii may require more days if chosen).

August 2016



Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p><b>LEADERSHIP AND STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Board decisions and behaviour reflects the boards Code of Conduct and Nine Principles of Public Life.</li> <li>2. We determine the vision, direction, educational character, values and ethos of the college.</li> <li>3. Our performance management system is adequate, identifying KPIs and we monitor progress.</li> <li>4. Relevant stakeholders are engaged in compiling the outcome agreement.</li> <li>5. We provide leadership on ethics, equalities, diversity and staff welfare.</li> <li>6. We have regard to the social and economic needs of our area.</li> </ol>		
<p><b>QUALITY OF THE STUDENT EXPERIENCE</b></p> <ol style="list-style-type: none"> <li>1. The voice of students and the quality of their experience is central to our decisions including monitoring student surveys and any resulting action plans.</li> <li>2. We have open ongoing engagement with students, working in partnership and encouraging a strong independent student association having regard to the Student Association Framework.</li> <li>3. Our Student Association is adequately resource, operates fairly and in a democratic manner, fulfilling its duties; it has a written constitution that the board has reviewed in the last five years.</li> </ol>		

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>4. We are aware of and foster good relationships with partner organisations that help us provide coherent learning, including employability.</p> <p>5. Mechanisms ensure effective oversight of quality and inclusiveness of learning.</p>		
<p><b>ACCOUNTABILITY</b></p> <p>1. We fulfil our primary accountability to our funding body by:</p> <ul style="list-style-type: none"> <li>a. delivering our outcome agreement.</li> <li>b. fulfilling our statutory duty and terms of our grant.</li> </ul> <p>2. We fulfil our accountability to students, public, employers and our community for provision of education that enhances social and economic wellbeing.</p> <p>3. We manage conflicts of interest and disclose our register of interests.</p> <p>4. Our decision making is transparent, informed, rigorous and timely and associated documentation is adequate.</p> <p>5. Our scheme of delegation to staff and committees is clear and fit for purpose with appropriate two way communication with the board. We ensure:</p> <ul style="list-style-type: none"> <li>a. we have audit, remuneration, finance and nominations/appointments committees.</li> <li>b. the staff charged with advising each committee are clear.</li> <li>c. committee minutes go to the next meeting of the board.</li> </ul>		

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p>6. We set the risk appetite, balancing risk and opportunity and this is known to senior staff.</p> <p>7. We ensure sound risk management and supporting review systems.</p> <p>8. The Audit Committee:</p> <ul style="list-style-type: none"> <li>a. Reviews the comprehensiveness, reliability and integrity of all our assurances on the governance, risk and control frameworks, engaging with internal and external auditors and monitoring any actions recommended.</li> <li>b. Members are all non-executive, objective and independent with at least one having recent relevant financial or audit experience.</li> <li>c. Can hold all or some of its meetings in private, meeting internal and external auditors privately at least once a year.</li> </ul> <p>9. The Remuneration Committee:</p> <ul style="list-style-type: none"> <li>a. Members understand their role and are trained in it: the chair is not also board chair.</li> <li>b. Implements a procedure agreed by the board for setting the principal's salary, including consulting staff and students.</li> </ul> <p>10. We ensure our body's sustainability, including compliance with the Financial Memorandum and the Scottish Public Finance Manual, ensuring adequate reporting and monitoring and economic, efficient and effective use of our funds.</p> <p>11. We ensure compliance with charities provisions.</p>		

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p><b>12. As an employer we:</b></p> <ul style="list-style-type: none"> <li><b>a. promote positive employee relations.</b></li> <li><b>b. ensure effective management: union partnerships.</b></li> <li><b>c. comply with the Staff Governance Standard.</b></li> <li><b>d. comply with any national collective agreements placed on us.</b></li> <li><b>e. ensure fair and effective staff management.</b></li> </ul>		
<p><b>EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li><b>1. The board chair provides leadership and ensures board effectiveness, working well with the principal and board secretary.</b></li> <li><b>2. Our board and committees have the right balance of skills, experience, independence and knowledge of the college to fulfil their role effectively.</b></li> <li><b>3. We abide by collective responsibility, taking decisions in the interests of the body and managing conflicts of interest appropriately.</b></li> <li><b>4. Staff and student members are treated as full board members.</b></li> <li><b>5. We have an open and transparent process for recruiting and setting the performance measures for our principal; staff and students can contribute to it.</b></li> <li><b>6. There is a clear understanding of the responsibilities delegated to the principal and the respective roles of the chair, board members and executive staff.</b></li> </ul>		

Code of Good Governance Criteria	Our performance in the last 12 months (including evidence)	Development required during the next year
<p><b>7. The board secretary is:</b></p> <ul style="list-style-type: none"> <li><b>a. appointed by the board with the appropriate skills and experience and is not a member of the senior management team in any other capacity.</b></li> <li><b>b. available to advise all board members and committees and has adequate time to fulfil the role.</b></li> </ul> <p><b>8. We have a formal and open board member recruitment process that reflects Ministerial guidance.</b></p> <p><b>9. We have appropriate arrangements for student and staff member recruitment.</b></p> <p><b>10. All members undertake training tailored to their needs (including committee training), new members receive formal induction tailored to their needs and there are records of training.</b></p> <p><b>11. We review the board’s effectiveness annually using a robust self-evaluation process, externally facilitated at least every three years.</b></p>		
<p><b>RELATIONSHIPS AND COLLABORATION</b></p> <p><b>1. We work in partnership at a local, regional and national level to:</b></p> <ul style="list-style-type: none"> <li><b>a. secure coherent education provision in our locality.</b></li> <li><b>b. achieve commonly agreed outcomes.</b></li> <li><b>c. develop agreed priorities.</b></li> <li><b>d. address local needs as well as national priorities and specialisms.</b></li> </ul>		

<b>Committee:</b>	Board of Management			
<b>Subject/Issue:</b>	Annual Health and Safety Update			
<b>Brief summary of the paper:</b>	<p>This update covers:</p> <ul style="list-style-type: none"> <li>• 2019/20 Overall Incident Statistics</li> <li>• Summary of RIDDOR reports and dangerous occurrences</li> <li>• Report on training activity</li> <li>• Health and Safety Policy Statement (for approval)</li> <li>• Annual UHI Health and Safety Checklist return</li> </ul> <p>Board members are asked to note this paper and approve the policy statement. The statement has been updated to reflect the implementation of the new Safety Management System which replaces the previous Health and Safety Procedures Manual.</p>			
<b>Action requested/decision required:</b>	Updated policy statement is for approval			
<b>Status:</b> <i>(please tick ✓)</i>	<b>Reserved:</b>		<b>Non-reserved:</b>	✓
<b>Date paper prepared:</b>	9 <sup>th</sup> December 2020			
<b>Date of committee meeting:</b>	15 <sup>th</sup> December 2020			
<b>Author:</b>	Derek Duncan			
<b>Link with strategy:</b> 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.	<b>Risk Register ID Moray/25:</b> Non-compliance with relevant statutory regulations.  <b>Risk Register ID Moray/4:</b> H&S non-compliance: risk to students/staff and risk of litigation			
<b>Equality and diversity implications:</b>	No			
<b>Resource implications:</b> <i>(If yes, please provide detail)</i>	Significant. Routine servicing and compliance testing is budgeted for however, the additional signage, sanitising stations and additional cleaning products are required for Covid-19 controls.			
<b>Risk implications:</b> <i>(If yes, please provide detail)</i>	The failure to prepare the site of opening could lead to illness or injury to anyone on site.			

### Monitoring Statistics for Session 19/20

Statistics cover the reporting period 1<sup>st</sup> August 2019 – 31<sup>st</sup> July 2020 for accidents, near misses and RIDDOR reporting:

	Headcount	Total accidents	Total incidents and near misses	Total RIDDOR Reportable
STAFF	345 As at 1/8/20	8	9	1
STUDENTS	4343 (SITS enrolment data 19/20)	74	75	1
OTHERS	NA	3	4	0

Overall, the number of incidents is down on session 18/19 which was expected given the extended closure of the College from the 20<sup>th</sup> of March 2020 due to the Covid-19 pandemic.

### Summary of RIDDOR Reportable Incidents

Two incidents were reported under RIDDOR arrangements:

- A member of staff accidentally tripped on a student's foot during class and fell over, resulting in pain from hand to shoulder. A sprain was later diagnosed at A&E resulting in an absence from work of more than 7 consecutive days.
- A student suffered a very minor injury to the skin on two fingers whilst operating a bench woodworking planer. The student's employer took part in the safety inspection and queried the extent of the injuries which were confirmed as very minor. The student was absent from work for more than 7 consecutive days.

### Dangerous Occurrences

A total of 4 incidents were recorded as dangerous occurrences:

- 1) The AGBC building was damaged when a lawn mower operator accidentally reversed into the north side of the building. The operator was uninjured.
- 2) Part of the signage dislodged side the west side AGBC building during a storm and fell to the ground near to the entrance door.
- 3) Metal flashing was dislodged from the AGBC roof during a storm and landed near the main entrance of the main campus.
- 4) A student suffered a minor hand injury when a lighting grill fractured and dislodged from a ceiling light within a science lab.

### Health and Safety Training 2019/20

The following training sessions took place in session 2019/20:

Date	Activity
20 <sup>th</sup> August 2019 & 22 <sup>nd</sup> August 2019	<ul style="list-style-type: none"> <li>• Educational Visits and Out of College Activities (new procedures to risk assess external student trips)</li> <li>• Completing Risk Assessments</li> <li>• Managing Risks</li> </ul>
6 <sup>th</sup> January	<ul style="list-style-type: none"> <li>• Wellbeing Information</li> <li>• Principles of Mental Health First Aid</li> <li>• Management of Risk</li> </ul>
Flexible / On-line	<ul style="list-style-type: none"> <li>• Health and Safety</li> </ul>

The closure of the College from 20<sup>th</sup> March 2020 due to the Covid-19 pandemic resulted in all planned face-to-face training being cancelled for the remainder of the session. There were however a range of activities offered on-line which supported key priorities such as mental health and wellbeing.





**Moray College UHI Health and Safety Policy Statement**

The Board of Management and Strategic Leadership Team of Moray College UHI recognise their responsibility to ensure, so far as is reasonably practicable, the health, safety and wellbeing of all its employees, students and others that may be affected by College activities in respect of Health and Safety law and associated guidance and have nominated the undersigned to ensure effective implementation of this policy.

The College commits to actively promoting high standards of health and safety by providing:

- A positive health and safety culture across the College;
- Places of work that are safe and without risk to health to prevent injury and ill health from College activities;
- The provision of adequate resources for planning, maintenance and safe working conditions across College activities to minimise injury to employees, students or other persons;
- Safe systems of work to identify and manage the College hazards and risks;
- Maintenance, care and attention to all plant and equipment;
- A constantly changing and evolving health and safety and risk control system;
- Information, instruction, supervision and training as are necessary to ensure the health and safety of all employees, students and others;
- An effective Safety Management System aligned to health and safety arrangements\*;
- Providing good communication systems including an effective consultative framework;
- Sufficient resources to ensure the requirements of all current legislation are maintained; and
- A framework of objectives and further improvements to enhance College values and mission

In pursuance of this policy a Safety Management System has been developed in line with the requirements outlined in the Health and Safety Executive guidance “HSG65 – Managing for Health and Safety” and is available on the College intranet and website. The safety management system details the organisation, responsibilities and arrangements for the management of health and safety within the College. This policy and the health and safety arrangements are regularly reviewed will be amended to comply with any new legislation or other health and safety requirements.

Signed (and dated) Chair of Board of Management.....

Signed (and dated) Principal Moray College UHI.....

\* As set out in the UHI Partner Institutions Health & Safety Checklist Annual Questionnaire



University of the  
Highlands and Islands  
Oilthigh na Gàidhealtachd  
agus nan Eilean

# Partnership Institutions Health & Safety Checklist

**For the period 01.08.2019-31.07.2020**

<b>Partnership Institution Details</b>		
Name:-	Moray College	
Address:-	Moray Street, Elgin, Moray	
Post Code	IV30 1JJ	
Tel	01343 576000	e-mail derek.duncan.moray@uhi.ac.uk

<b>Health &amp; Safety Policy</b>	
Is there a Safety Policy available which includes a Statement of Intent, Organisational Responsibilities and Arrangements?	Yes
Who is it signed by?	Chair of the Board of Management and Principal
Is it regularly reviewed?	Yes
Who supplies competent health and safety advice? (Please state name and qualification)	Brian Dundas GRAD IOSH + NEBOSH Diploma + MSc (with Distinction) – Health, Safety & Well Being)
Who accepts overall responsibility for health and safety?	Board of Management and Principal

<b>Health and Safety Committee</b>	
Has a Health and Safety Committee been appointed?	Yes
How often does this Committee meet each year?	3 times per year
Who Chairs the Committee?	College Principal
Does the Committee have terms of reference?	Yes
Are Trades Unions represented on the Committee?	Yes
Are non Trades Union employees represented on the Committee?	Yes

<b>Risk Assessment</b>	
Are generic risk assessments compiled, agreed and implemented?	Yes
Are display screen equipment assessments carried out, including for those who may work remotely as part of their contract?	Yes
Are COSHH assessments carried out?	Yes
Are noise assessments carried out?	Yes where appropriate
Are manual handling assessments carried out?	Yes
Are individual assessments carried out for new and expectant mothers?	Yes
Are young persons assessments carried out?	Yes
Are the findings of risk assessments recorded and action taken where necessary?	Yes
Are those identified as being at risk involved in the assessment or the findings conveyed to them?	Yes
Please list other types of assessment compiled and recorded.	Asbestos Air Quality Covid-19 Legionella
Do you have a policy for the review of risk assessments?	Yes

<b>Maintenance and Statutory Testing</b>	
Do you have arrangements in place to regularly inspect and test fume cupboards and other local exhaust ventilation, lifting equipment and accessories and pressure systems through a competent person?	Yes
Do you regularly inspect and test portable and fixed electrical equipment?	Yes
Is your water system maintained/tested to reduce the risks from microbial growth?	Yes

<b>First Aid. Accident/Incident/Near Miss Reporting</b>
Do you have an adequate number of qualified First Aiders available at any given time? <b>Yes</b>
Do you have a suitable means of recording accidents/incidents and near misses? <b>Yes</b>
Are written arrangements in place to assist with the investigation and reporting of accidents? <b>Yes</b>
Who is responsible for reporting under RIDDOR? <b>Health, Safety and Wellbeing Officer</b>

<b>Fire</b>
Has a fire risk assessment been carried out by a competent person on all buildings? <b>Yes</b>
Have the assessment findings been recorded and actioned? <b>Yes – In progress</b>
How often are the fire assessments subject to review? <b>Fire risk assessment are carried out annually.</b>
Is a suitable fire action plan in place for each building? <b>Yes</b>
Do you use PEEPS (Personal Emergency Evacuation Plans) <b>Yes</b>
If necessary (more than ground floor and no fire lift), do you have evac chairs (or equivalent) and staff trained in their use? <b>Yes</b>
Are detection and alarm raising systems adequate? <b>Yes</b>
Are alarms tested and evacuation drills carried out and recorded? <b>Yes</b>
Do you have a sufficient number of staff trained as fire wardens? <b>Yes</b>
Are portable fire extinguishers available and checked by a competent person? <b>Yes</b>
<b>Assessed contractor is used to check and re-certify portal fire-fighting equipment.</b>
If necessary, do assessments make particular account of student residences? <b>N/A The College does not own or operate any student residences.</b>

<b>Occupational Health</b>
Do you have written procedures to manage health and wellbeing of staff and students? <b>Yes</b>
Who is your Occupational Health provider? <b>NHS Highland</b>
Is sickness/absence management linked into health and safety processes? <b>Any concerns would be managed through the sickness absence procedure.</b>
Do you carry out stress risk assessments/surveys? <b>Yes</b>

<b>Health Surveillance</b>
Do you have written procedures to manage Health Surveillance? <b>No pre-employment medical or periodic medicals are carried out.</b>
What areas are monitored through Health Surveillance? (Please indicate) <b>Respiratory Audiometric Occupational Dermatitis Hand Arm Vibration Syndrome (HAVS)</b>

<b>Training</b>
Do you provide induction training to all new members of staff? <b>Yes</b>
Briefly describe the content of induction and who delivers it <b>Self Assessment Training through a prescribed program as administered by HR</b>
Are senior staff trained in health and safety awareness? <b>2 have completed Directing Safely and are in need of re-fresher training. All senior staff will be re-trained in 20/21.</b>
Are supervisors and line managers appropriately trained (eg in risk assessment)? <b>Yes</b>
Please list other health and safety training topics covered

Full H&S training matrix covers:

Induction H & S	Noise Awareness
Online H & S Module 1	Office Safety
Online H & S Module 2	PPE
IOSH Managing Safety	Pressure Systems
IOSH Working Safely	PUWER
COSHH Awareness	Risk Assessment
COSHH Assessor	Vibration Awareness
DSE Awareness	Work At Heights
DSEAR Awareness	Abrasive Wheels
Fire Safety Awareness	Bandsaw
Fire Warden	Machining
First Aid	Pedestal Drill
Food Safety/Hygiene	Welding
Ladder Safety	Woodworking
LOLER Awareness	Fork Lift Driving
Manual Handling	Minibus Driving

Are appropriate training records maintained? **Yes**

#### Student Placement/Work Experience

Do you have a written procedure to check the competency/safety awareness of potential providers? **Yes**

Who carries out these checks? **College Staff**

Has the person carrying out the checks received adequate training to do the task? **Yes**

How are these checks carried out (Visit or letter)? **Both**

What is checked (Please tick)?

Insurances - **Yes**

First aid arrangements - **Yes**

Fire and emergency arrangements - **Yes**

Accident reporting - **Yes**

Welfare arrangements – **Partial**

Existence of risk assessments - **Yes**

Student induction to workplace - **Yes**

Other

#### Management of Third Parties/Contractors

Do you assess the competency of contractors where required before they begin work (eg obtain risk assessments and details of qualifications) **Yes**

Do you provide safety information to third parties (eg visitors) and contractors on site? - **Yes**

Do you monitor the work of contractors when they are on site? **Yes**

#### Travel away from Premises

Do you have robust procedures in place to deal with trips away from site eg Foreign travel, field trips? **Yes**

Are all risks suitably assessed? **Yes**

If staff members are driving students, are their driving competencies assessed before travel? **MIDAS**

**trained for minibuses YES**

Are procedures in place relating to unforeseen circumstances arising? **YES – EVOCA procedure covers issues during working hours and arrangements for duty head outside working hours. Procedure follows government guidance for trips.**

#### Emergency/Contingency Planning

Do you have appropriate procedures in place to manage emergency situations? **Yes**

Please provide details of subjects covered

- BCP in place and covers typical business continuity scenarios, including ICT.
- Emergency Evacuation Procedures.
- Duty Head arrangements provide specific arrangements for out of hours cover.

Please provide details as follows for the period covered in this questionnaire:

	Headcount	Total accidents	Total incidents and near misses <sup>1</sup>	Total RIDDOR <sup>2</sup> Reportable
STAFF	345 (total staff paid in August 2020 payroll)	8	9	1
STUDENTS	4343 (SITS enrolment data 19/20)	74	75	1
OTHERS	NA	3	4	0

<sup>1</sup>Please supply details of any RIDDOR reportable accidents as an appendix to this questionnaire.

<sup>2</sup>Definitions: Accident- An unplanned and uncontrolled event that gives rise to injury or harm to the health of any person  
 Incident- An event causing actual damage to property (including plant or equipment) or other loss with potential to cause injury.  
 Near miss- An unplanned event with the potential to cause injury or loss  
 Please do not include medical conditions etc where these have not been caused through the workplace or a work/study activity, or where first aid was provided to treat an injury or condition not caused by the workplace or work/study activity.

#### Monitoring safety arrangements

Do you have arrangements to inspect your institution at least once a year? **Yes**

Are the findings recorded? **Yes**

Do you have a mechanism for ensuring that actions are not left outstanding from one inspection to the next? **Currently tracked via spreadsheet. The SHE Allure Database which has action tracking is the approach to be implemented.**

#### Further comments

Declaration:

"The information I have provided in this questionnaire is, to the best of my knowledge, true and accurate"

Signed **Derek Duncan**

Position in organisation **Director of Information, Planning and Student Support**

Print **Derek Duncan**

Date **8<sup>th</sup> Dec 2020**