University of the
Highlands and Islands
Moray College

BOARD OF MANAGEMENT
Meeting to be held
On 23 June 2020 at 0900 hours by Skype

Agenda Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
BM.20.02.01	(i) Resignations	Clerk	Noting
	(ii) Appointments		
BM.20.02.02	Apologies for Absence	Clerk	Noting
BM.20.02.03	Any Additional Declarations of Interest including specific items on this Agenda.	Chair	Noting
BM.20.02.04	Minutes of previous Board meetings:	Chair	Decision
	(i) Draft Minutes of Board Meeting held on 16 December 2019 *		
	(ii) Draft Minutes of Board Update meeting held on 28 April 2020 *		
BM.20.02.05	Matters Arising from previous Board meetings:	Clerk	Noting
	(i) Matters Arising from Board Meeting held on 16 December 2019 *		
	(ii) Matters Arising from Board update meeting held on 28 April 2020 *		
BM.20.02.06	Principal's Report – RESERVED *includes papers on	D Patterson	Discussion
	(i) Operational Plan 2019-20 – end of year review *		
	(ii) Plans for College re-opening*		
	(iii) UHI Change Plan		
	(iv) Health and Safety Update - verbal		
BM.20.02.07	Minutes of Committee Meetings:		
	i. Minutes of Audit Committee meeting held on 18 February 2020 *	J McLeman	
	ii. Draft Minutes of Audit Committee meeting held on 19 May 2020 *	J McLeman	Noting

	iii.	Draft Minutes of Chairs' Committee meeting held on 7 April 2020 *	Mr P Graham	Noting
	iv.	Minutes of Finance and General Purposes Committee held on 10 March 2020 *	Mr M Easton	Noting
	v.	Draft Minutes of Special Finance and General Purposes Committee held on 21 April 2020 *	Mr M Easton	Noting
	vi.	Draft Minutes of Finance and General Purposes Committee held on 9 June 2020 *	M Easton	Noting
	vii.	Draft Minutes of Learning, Teaching and Quality Committee meeting held on 20 May 2020 *	D Patterson	Noting
	viii.	Draft Minutes of Learning, Teaching and Quality Committee meeting held on 16 June 2020 *	D Patterson	Noting
	ix.	Minutes of Staff Governance Committee held on 28 January 2020	S Mustard	Noting
	x.	Draft Minutes of Staff Governance Committee held on 12 May 2020 *	S Mustard	Noting
BM.20.02.08	Draft Minutes of FERB 12 February 2020 *		M Easton	Noting
BM.20.02.09	Meeting of UHI Court 17 March 2020 *			Noting
BM.20.02.10	Finance Update - RESERVED		M Easton	
	(i)	Quarter 3 Management Accounts	S McInnes	Discussion/Noting
	(ii)	Draft Budget 2020-21		
	(iii)	Mitigations		
BM.20.02.11	Learning and Teaching Update		N Yoxall	Noting
	(i)	EREP		
	(ii)	Student Satisfaction Survey		
	(iii)	19/20 Outcomes		
BM.20.02.12	Emerging Issues		Chair	Discussion
	(i)	Update on Partnership Assembly – 17 Point Plan	Chair	Noting/discussion
	(ii)	Board of Management vacancies and reappointments	Clerk	Noting
	(iii)	Appointment of Senior Independent Member	M Easton	Noting/Discussion
	(iv)	Annual Board Evaluation report for 2019-20 *	Clerk	Noting
	(v)	Draft Annual Board Plan *	Clerk	Noting

BM.20.02.13	HISA Annual Report *	K Gee N Sanderson	Noting
BM.20.02.14	Date of next meeting – 1-9-2020	Clerk	Noting
RESERVED ITEMS			
BM.20.02.15	Reserved Minutes of Previous Board Meetings.	Chair	
	(i) Reserved Draft Minutes of Board Meeting 16 December 2019 *		Decision
	(ii) Reserved Draft Minutes of Board Update meeting held on 28 April 2020 *		Decision
BM.20.02.16	Reserved Matters Arising/Actions from previous Board meetings:	Clerk	Noting
	(i) Reserved Matters Arising/Actions from Board Meeting 16 December 2019 *		
	(ii) Reserved Matters Arising/Actions from Board Update Meeting held on 28 April 2020 *		
BM.20.02.06	Reserved items from Principal's Report	D Patterson	
	Moray Growth Deal		
BM.20.02.17	Reserved Minutes of Committee Meetings:		
	(i) Minutes of Audit Committee meeting held on 18 February 2020 *	J McLeman	Noting
	(ii) Draft Minutes of Audit Committee meeting held on 19 May 2020 *	J McLeman	Noting
	(iii) Draft Minutes of Chairs' Committee meeting held on 7 April 2020 *	P Graham	Noting
	(iv) Minutes of Finance and General Purposes Committee held on 10 March 2020 *	M Easton	Noting
	(v) Draft Minutes of Special Finance and General Purposes Committee held on 21 April 2020 *	M Easton	Noting
	(vi) Draft Minutes of Finance and General Purposes Committee held on 9 June 2020 *	M Easton	Noting

	(vii)	Draft Minutes of Learning, Teaching and Quality Committee meeting held on 20 May 2020 *	D Patterson	Noting
	(viii)	Draft Minutes of Learning, Teaching and Quality Committee meeting held on 16 June 2020 *	D Patterson	Noting
	(ix)	Minutes of Staff Governance Committee held on 28 January 2020	S Mustard	Noting
	(x)	Draft Minutes of Staff Governance Committee held on 12 May 2020 *	S Mustard	Noting
BM.20.02.18	Date of next meeting – 1 September 2020		C Fair	Noting

University of the
Highlands and Islands
Moray College

BOARD OF MANAGEMENT
Draft Minutes of Meeting held on
Monday 16 December 2019
At 1330 hours in the Board Room

Present:

Mr Peter Graham (Chair)	Mrs Rosemary McCormack
Mr Joe Bodman	Miss Caroline Webster
Mr Murray Easton	Dr Jessie McLeman
Mr Kyle Gee (HISA)	Mrs Joan Johnston
Mrs Dawn McKinstrey	Mrs Deborah Newton
Mrs Anne Campbell	Mr Paul Mitchell
Mr David Patterson	Mrs Seonaid Mustard

In Attendance:
Mrs Nikki Yoxall
Mrs Carolyn Thomson
Mrs Sandra Marshall
Ms Michaela Munro
Mrs Cathie Fair (Clerk)

Item		Action	Date
BM.19.5.01	**(i) Resignations**		
1.1	There were no resignations.		
	(ii) Appointments		
1.2	Mrs Anne Campbell Mrs Dawn McKinstrey Mr Paul Mitchell The above members were welcomed to the Board by the Chair, who also noted that the new Finance Director, Shelly McInnes had taken up her post.		
BM.19.5.02	**Apologies for Absence**		
2.1	Apologies had been received from: Mr James Knowles Mr Jeremie Fernandes Mrs Shelly McInnes Mr Nathan Sanderson Mrs Kelly Strachan		
BM.19.5.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	No additional declarations of interest were noted.		

BM.19.5.04	**Draft Minutes of Board meeting held on 29 October 2019**		
4.1	The Minutes were accepted as an accurate record of the meeting. Proposed: Dr J McLeman Seconded: Mr J Bodman		
BM.19.5.05	**Draft Matters Arising/Action sheet from Board meeting held on 29 October 2019**		
5.1 **Action**	The majority of actions were either completed or were on the Agenda for discussion apart from the following: 6.1 – Health and Safety Incidents – HISA to conduct benchmarking with other Colleges – Mr Sanderson is still investigating this - remains ongoing.	**Mr Sanderson**	**March Board**
5.2 Action	8.4 - Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments – to go to June Board meeting	**Mrs Newlands**	**June 2020 Board**
5.3	8.1 - Board requested sight of the Financial sustainability Plan under 3.3 Mrs Fair had requested this on two occasions but to date has received no response – to send further request.	**Mrs Fair**	**Immediate**
5.4 Action	Dr McLeman and Mrs Yoxall had a useful meeting on HE Quality Monitoring processes. It was suggested that in future HE Quality outcomes be brought to the Board.	**Dr McLeman Mrs Yoxall**	**As required.**
BM.19.5.06	**Moray Growth Deal – RESERVED**		
6.1	This item is reserved and the Minute held in confidence.		
BM.19.5.07	**Principal's Report**		
	The Principal's Report consisted of		
	(i) KPIs		
7.1	The KPI spreadsheet showed a decline in HE funded FTEs currently sitting at 848 and predicting 874 which is well down on previous year. This represents an additional shortfall in funding of £300K. The Board spent time considering the reasons behind this. The issue of the College having little control over marketing for HE was discussed and it was noted Moray College raised the issue of a regional approach to marketing well over a year ago. College has been very proactive in areas they have control over. It was noted however, that the current 16+ demographic is improving.		
	(ii) Health and Safety Update		
7.2.1	A variety of documents was included providing an update and assurances to the Board on health and safety.		
7.2.2	Miss Webster raised the issue of CDM element of Health and Safety and the changes which came into effect in 2015. The Board noted it is essential that the College ensures these are being covered.		

Action	To prepare a report for next Staff Governance Committee	**Mr Duncan**	**28-1-2020 SGC**
	(iii) **Budget/FFR Update - Reserved**		
7.3	This item is reserved and the Minute held in confidence.		
BM.19.5.08	**Minutes of Committee Meetings**		
	(i) **Draft Minutes of Staff Governance Committee held on 12 November 2019**	**Mrs Mustard**	
8.1	The Draft minutes were circulated for information. Of particular note was the fact that the Staff Governance Committee decided that their main focus should continue to be the Culture and Values as outlined in the College's Strategic Plan.		
8.2	The Board sought further clarification over a particularly challenging JCC meeting followed by a communication from promoted staff indicating areas of dissatisfaction some of which related to SLT.		
Action	It was agreed that SGC will report back to the Board on this at next meeting.	**Mrs Mustard Mrs Thomson**	**Jan SGC Mar Board**
8.3	The Board questioned how the College will cover Health and Safety from January 2020.		
Action	Board to be kept informed of this ASAP and before the end of January 2020	**Mr Patterson**	**31-1-2020**
	(ii) **Draft Minutes of Learning, Teaching and Quality Committee held on 12 November 2019**	**Mr Patterson**	
8.2	The minutes were circulated for information and noting.		
	(iii) **Draft Minutes of finance and General Purposes Committee held on 26 November 2019**	**Mr Easton**	
8.3	The minutes were circulated for information and noting.		
	(iv) **Draft Minutes of Joint meeting of Audit and Finance and General Purposes Committee held on 26 November 2019**	**Dr McLeman**	
8.4	The minutes were circulated for information and noting. Dr McLeman highlighted 8.4.1 – Internal Audit Plan and noted that Budgetary Control is currently on hold. Since that meeting it has emerged that, despite previous advice, the College will be required to undertake an externally facilitated effectiveness review in 2020 and it was suggested that the money that would have been used for Budgetary Control should be diverted to this.		
BM.19.5.09	**Draft Minutes of FERB 7 November 2019**		
10.1	The Minutes were circulated for noting Mr Graham highlighted in particular that UHI to consider FFR jointly in future. He was asked to comment on other colleges' FFR and understands that 3 Colleges have been unable to submit a balanced FFR.		

BM.19.5.10	**Draft Minutes of UHI Court 27 November 2019**		
10.1	The minutes were not available at present.		
BM.19.5.11	**Early Experience Survey**		
11.1	Mrs Yoxall highlighted key elements of the Early Experience Survey which had returned a response rate of 65.6% which is above the target of 60% and the fact that 95% of students overall are satisfied with their course. An Action plan has been developed through the Quality Office to address any issues identified as having a lower satisfaction rate. Training sessions with staff on interrogating data will take place in January. Overall a very positive report.		
BM.19.5.12	**Finance Update - RESERVED**		
	(i) Finance and General Purposes annual Report to the Board		
12.1	This item is reserved and the Minute held in confidence		
	(ii) Q1 Management Accounts		
12.2	This item is reserved and the Minute held in confidence.		
BM.19.5.13	**Emerging Issues**		
	(i) UHI Tertiary Committee		
13.1	A paper had been circulated for information and Mr Graham explained the proposals more fully. After some deliberation it was agreed that Mr Graham will draft a response to the effect that they are happy with the direction of travel but have some concern over certain areas, in particular the issue of HE funding.		
Note	*Mr Joe Bodman left the meeting at 1640 hours*		
	(ii) Draft Committee Schedule		
13.2.1 **Action**	A draft Committee schedule for 2020-21 had been circulated for information and any feedback. The Board asked Mrs Fair to ensure no Board meeting clashes with FERB meetings during this period.	**Mrs Fair**	**ASAP**
13.2.2 **Action**	Mrs Yoxall requested that the Board form a short life working group to agree on the EREP prior to the Board meeting scheduled for 27-10-2020	**Mrs Fair** **SLWG**	**Prior to 27-10-2020**
	(iii) Updated Committee Schedule		
13.3	An updated Committee schedule was circulated which allocated the new Board members to relevant committees according to their expertise.		
	(iv) Notes from Partnership Assembly		
13.4	Notes from the Partnership Assembly on 29-11-2019 had been circulated for information.		
BM.19.5.14	**HISA Report**		
14.1	Mr Gee provided a verbal update on the work of HISA over the past weeks as outlined in the report.		
14.2	The Board were impressed that HISA had founded an Eco Group to work towards making Moray College UHI more sustainable. They questioned whether the		

	College has a Sustainability Policy and it was suggested that this be monitored and be included in the KPI's		
Action	To ensure Sustainability is included in KPIs and report back to next Board meeting.	**Mr Patterson**	**24-3-2020**
BM.19.5.15	**Moray College UHI Revised Standing Orders and Terms of Reference**		
15.1	The revised Standing Orders were approved by the Board subject to a minor amendment to the Terms of Reference of F&GP Committee. It was also agreed that the Standing Orders be reviewed in June 2020 once the impending changes to the Code of Good Governance have been confirmed.		
Action	To revise the wording of TOR of F&GP in relation to Financial Risk Management on Business Continuity.	**Mrs Fair**	**Immediate**
Action	Standing orders to be reviewed at June 2020 Board meeting.	**Mrs Fair**	**June 2020**
15.2	It was suggested a non-executive Board member should Chair the LTQC rather than the Principal and it was agreed the Chair and Clerk should review this situation.		
Action	Mr Graham and Mrs Fair to discuss who should Chair LTQC in future.	**Mr Graham Mrs Fair**	**ASAP**
BM.19.5.16	**Date of next meeting – 24 March 2020**		
RESERVED ITEMS			
BM.19.5.17	**Draft Reserved Minutes of Board of Management Meeting held on 29 October 2019**		
17.1	This item is reserved and the minute held in confidence.		
BM.19.5.18	**Draft Reserved Matters Arising of Board of Management meeting held on 29 October 2019**		
18.1	This item is reserved and the minute held in confidence.		
BM.19.5.19	**Reserved Minutes of Committee Meetings**		
	(i) Draft Reserved Minutes from meeting of Staff Governance Committee held on 12 November 2019		
19.1	This item is reserved and the minute held in confidence.		
	(ii) Draft Reserved Minutes of Learning, Teaching and Quality Committee held on 12 November 2019		
19.2	This item is reserved and the minute held in confidence.		
	(iii) Draft Reserved Minutes of Finance and General Purposes Committee held on 26 November 2019		
19.3	This item is reserved and the minute held in confidence.		

	(iv) **Draft Reserved Minutes of Joint Audit and Finance and General Purposes Committee held on 26 November 2019**		
19.4	This item is reserved and the minute held in confidence.		
BM.19.5.20	**Annual External Audit Report 2018-19**		
20.1	This item is reserved and the minute held in confidence.		
BM.19.5.21	**Annual Statutory Accounts 2018-19**		
21.1	This item is reserved and the Minute held in confidence.		
BM.19.5.22	**Audit Committee's Annual Report to the Board 2018-19**		
22.1	This item is reserved and the minute held in confidence.		
	Meeting closed at 1730 hours		

BOARD OF MANAGEMENT
Draft Minutes of Special Meeting held on
Tuesday 28 April 2020
At 1230 hours by Skype

Present:

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

In Attendance:

Shelly McInnes
Chris Newlands
Nikki Yoxall
Carolynn Thomson
Derek Duncan
Cathie Fair (Clerk)

Item		Action	Date
BM.20.01.01	**Introductions**		
1.1	Peter welcomed everyone to the meeting explaining that as this was a special meeting to update the Board on current College issues, the normal protocols would not apply such as previous minutes. These will be considered at the June meeting.		
1.2	Peter went on to explain the main purpose of the meeting was to update the Board on how the College has been responding to the challenges presented by Covid-19, provide an update on Finance and a brief report on the JCC meeting which took place earlier in the morning.		
BM.20.01.02	**Response to Coronavirus**		
2.1	Derek had circulated a paper outlining the College Business Continuity Plan which has been closed following a successful move to COVID-19 lockdown arrangements with College staff and students now engaging effectively from home using technology.		
2.2	The Board expressed their gratitude to the SLT for the way they have managed so effectively to ensure the continuity of the College during this period.		

2.3	Peter asked whether there have been any lessons learned for the future during this period whilst noting that life as we knew it will inevitably change even after the current restrictions are lifted. He questioned the need for office space in future and whether the day of the whiteboard is gone.		
2.4	David confirmed that the College has broken the back of the first phase of lockdown and are now looking to planning for re-opening next session. He noted that some things were working much better than before lockdown. David stressed however that whilst some things are very easy to do remotely, others, such as courses requiring vocational skills are much more challenging. Courses such as Skills for Life and Future Focus need a lot of personal interaction whilst other areas lend themselves well to remote learning. David confirmed that there will be a review of lessons learned in due course.		
BM.20.01.03	**Principal's Report including KPI's**		
3.1	The Principal's report provided Board members with a clear overview of the position of the College since the UK Covid-19 lockdown announcement. David emphasised that teaching and support staff across College have done an excellent job in maintaining contact and engagement with students. College has been able to use flexibilities to utilise student support funds to purchase and distribute additional IT equipment for students unable to fully engage with their course. LDWs have had a pivotal role in pastoral support for FE students. SFC has removed the requirement to complete and report on an end of year Student Satisfaction survey. However, approximately 30% of students have completed the survey and the comments received have been overwhelmingly positive.		
3.2	Almost all College based FE course teams will be able to recommend the award of qualifications of successful students by agreed national deadlines and this will rely on the professional judgement of the staff. The Board were advised that Moray College is away ahead of the game in terms of supporting students remotely. It is likely that the EREP will probably be postponed or cancelled this year.		
3.3	SFC have been very proactive and supportive and FE funding has been guaranteed irrespective of credits earned. However, SDS have made no such guarantee on any further access to apprenticeship and related funding. Key managing agents have furloughed many of their staff so College has assumed no further income from these sources.		

3.4	In terms of fiancé the impact of COVID-19 is that the College is now heading for a £700K deficit as many funding streams have collapsed. The College is now considering using the government's Furlough Scheme. Originally this was not available to College's nor Universities but the amended guidance now allows the use of furlough. The College is currently looking at this option for some staff along with line managers		
3.5	Although the expected Heads of Terms signing has been delayed by the lockdown, the governments' proposed wording regarding Moray College Projects has been seen and is acceptable to the College. Governments have urged the community planning partnership to continue with project preparations.		
3.6	The Board asked whether there is an opportunity for the College next year in that students could see it as a safer option to attend their local College rather than go to a heavily populated city. David confirmed there is been a certain upturn in enquiries. He was pleased to report that UHI Marketing teams are working on a collaborative campaign regionally co-ordinated but locally focussed.		
RESERVED ITEMS			
BM.20.01.04	**Finance Update**		
	(i) Revised FFER 2019-20		
4.1	This item is reserved and the minute held in confidence.		
	(ii) 2020-21 Budget including reductions		
4.2	This item is reserved and the minute held in confidence.		
BM.20.01.05	**AOB**		
	(i) Service Integration		
5.1	This item is reserved and the minute held in confidence.		

Matters Arising/actions from Board Meeting 16 December 2019
Agenda Item: BM.20.01.05

ITEM		ACTION BY	DATE	Update
BM.19.5.05	**Draft Matters Arising/Action Sheet from Board meeting held on 29 October 2019**			
5.1	<u>6.1</u> – Health and Safety incidents – HISA to conduct benchmarking with other UHI Colleges – remains outstanding – Mr Sanderson is still investigating this.	**Mr Sanderson**	March Board	
5.2	8.4 – Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments – to go to June Board Meeting	**Mrs Newlands** **Mrs Fair**	June Board	Carried forward to June 2020
5.3	Request for UHI Financial Sustainability Plan to be followed up again.	**Mrs Fair**	Immediate	Completed, circulated
5.4	Board to be kept informed of HE Quality Monitoring Outcomes when available.	**Mrs Yoxall**	As required	
BM.19.5.07	**Principal's Report**			
	(ii) Health and Safety Update			
7.2.2	Miss Webster raised issue of CDM element of Health and Safety and changes which came into effect in 2015 – Mr Duncan to prepare a report for next Staff Governance Committee	**Mr Duncan**	28-1-2020	Completed – went to SGC on 28-1-2020
BM.19.5.08	**Minutes of Committee Meetings**			
	(i) Draft Minutes of Staff Governance Committee held on 12 November 2019			
8.2	SGC to report back to the Board on issue of communication on areas of dissatisfaction to SLT from Levels, 1, 2 and 3 staff.	**Mrs Mustard** **Mrs Thomson**	Jan SGC March Board	On Agenda
8.3	Board to be kept informed on how College will cover Health and Safety responsibilities from Jan 2020.	**Mr Patterson**	ASAP and by 31-01-2020	Completed – communication sent
BM.19.5.13	**Emerging Issues**			
	(i) UHI Tertiary Committee			
13.1	Mr Graham to draft a response to the proposals outlined in the paper circulated.	**Mr Graham**	Immediate	
	(ii) Draft Committee Schedule			

13.2.1	Mrs Fair to ensure no Board meeting clashes with FERB meetings during this period.	**Mrs Fair**	ASAP	Completed although question mark over FERB
13.3.3	Mrs Yoxall requested that the Board form a short life working group to agree on the EREP prior to the Board meeting scheduled for 27-10-2020.	**Mrs Fair** **SLWG**	Prior to 27-10-2020	Carried forward
BM.19.5.14	**HISA Report**			
14.1	To ensure sustainability is included in KPIs and report back to next Board meeting	**Mr Patterson**	24-3-2020	d on Agenda under KPIs
BM.19.5.15	**Moray College UHI Revised Standing Orders and Terms of Reference**			
15.1.1	To revise the wording of the terms of reference of F&GP in relation to Financial Risk Management on Business Continuity.	**Mrs Fair**	Immediate	Completed
15.1.2	Standing orders to be reviewed at June 2020 Board meeting	**Mrs Fair**	June 2020	Carried forward – delayed due to delay in publishing new Code of Conduct
15.2	It was suggested that a non-executive Board member should chair LTQC. Mr Graham and Mrs Fair to discuss this.	**Mr Graham** **Mrs Fair**	ASAP	Under consideration

College Operational Plan 2019/20 Year-end Review

KEY TASK	LEAD	BY END…	RAG	Commentary
CURRICULUM				
Ensure all FE programmes planned for 20/21 have access to high quality, meaningful work-related learning in line with the SFC Work Placement Standard and the UHI Regional Strategy for Work Experience.	DCAO	June		UHI SMCT established a SLWG to develop a process to implement the Regional Strategy for Work Experience, so work at Moray college was paused to await the outcomes of this group. Progress of this group was slow. This work was not continued during lockdown because of other priorities and the mixed-mode planning and delivery for the next academic session means that this work will not now be introduced in 20/21. Placement activity for all FE courses is being reviewed and temporarily replaced or adapted for next session.
Ensure that course framework mapping is complete with respect to Essential Skills Policy to ensure consistency of delivery	DLT	May		A collaborative project between MIS staff and teaching teams has enabled a full mapping of core skills across all full-time courses. Core skills are either delivered discretely as standalone units, occur naturally within other SQA units and so appear in the student skills profile at certification, or have been mapped against planned learning and teaching activity. This mapping requires further analysis, which is the next stage of the Essential Skills Strategy.
Further support HE Growth: i. Investigate demand and address declining HE programmes ii. Pursue alternative funding streams to increase HE numbers iii. Explore further articulation agreements into HE courses iv. Promote development of post graduate degree programmes	DCAO	March		A review of demand for HE programmes was carried out prior to setting HE targets for 20/21 and Upskilling Funds were secured to develop and deliver new HE short courses, before SFC confirmed these courses were not rammable. Articulation agreements are in place for BSc Integrative Health and have been actively sought for the new BSc Software Development Whisky Culture PG course progressed through first stage of UHI approval process before lockdown but work then halted. Immediate priority now is marketing and support for applications and enrolments for 20/21 with a particular focus on HN enrolments.

LEARNING AND TEACHING				
Fully implement a systematic supportive process of Learning & Teaching Review alongside a package of support and coaching/mentoring through MEET Team.	DLT	June		LTR in progress – Reports now enabling reporting to LTQC identifying areas of strength and areas for development across the college. Although EIS's position has not made it possible to agree full implementation, all lecturing staff are invited to engage. The Learning Coach is taking responsibility for this process.
Development of Learning &Teaching 'scholarship' culture in line with the RIKE Strategy Action Plan specifically: i. Ensure allocation of research time for specific staff to support REF entry in 2021 and beyond. ii. Ensure visibility of research and scholarship activity on Moray College UHI Website.	DLT	Jan		Two staff now have allocated research time. One member of staff is being included in REF 2021. A report on research activity was presented to the June LTQC identifying further progress. More work needs to be done on the visibility of Moray College-based research activities, and will be taken forward by the Head of Academic Partnerships.
Plan and undertake activities in relation to evaluation and enhancement to promote a culture of quality and excellence, securing improvements in measured outcomes (satisfaction, retention, success, positive destination) for full and part time FE programmes.	DLT	June		Quality Cycle being followed and all quality activities underway as planned. Formal Education Scotland Progress Visit planned in March was cancelled by them due to Covid-19. Student achievement has now been calculated to exceed 70% on full-time FE courses for the first time.
ORGANISATIONAL CULTURE				
Complete full national submission of all agreed support staff Job Evaluation questionnaires	DHROD	Nov		JE questionnaires remain outstanding for only 3 roles with national review of Moray's responses expected to begin in the near future
Agree a revised Local Recognition and Procedures Agreement with EIS-FELA and UNISON	DHROD	May		JNC meeting has been held to discuss this and feedback from both unions has been received (both local and national feedback from UNISON). This feedback requires to be considered carefully and it is likely a further JNC meeting will be required to discuss this in the new session.

Articulate clear linkages between the Workforce Development Strategy and the college's underpinning processes to deliver it	DHROD	March		This has been achieved with the Staff Governance Committee receiving a paper detailing the articulation at its meeting on 12 May 2020.
Fully implement the HR Business Partner model to further empower line managers as per the EREP Enhancement Plan	DHROD	Jan		This has been fully implemented from Jan 2020 and has been well-received by both line managers and HR staff.
PARTNERSHIP				
Complete the Outline Business Cases for both Moray Growth Deal projects to achieve Board and governments' approval	Principal	March		All MGD timescales have slipped due to UK and Scottish Government deadlines. Heads of Terms agreed but not yet signed/publicised. OBCs are still being developed with target date now of Dec 2020.
Increase HE study opportunities available for pupils in the Senior Phase Schools programme 2020/21	DCAO	Dec		A suite of HN clusters have progressed through the UHI approval process and these are currently being presented to SQA as centre devised PDA awards for S6 pupils to study as part of their senior phase programme.
Actively shape, and contribute to, the UHI Partnership's Programme Assembly work to improve efficiency and effectiveness	Principal	July		Programme Assembly recommendations have now been incorporated into a wider work plan by UHI Partnership Council and University Court. This workplan is being presented to this meeting.
Develop Moray College Carbon Management Plan as contribution towards achieving a single UHI plan.	DIPSS	July		This work has not been continued during lockdown.
SUSTAINABILITY				

Agree with, and submit to, the RSB a revised and deliverable "balanced" budget for 2019/20	Principal	Nov		Revised FFR submitted 30 Jan. Balanced budget was not deliverable due to pressures of reduced HE enrolments and income lost through college lockdown.
Monitor and maintain major lines of commercial income	FD	July		The college lockdown and Covid-19 pandemic meant that it was not possible to maintain most lines of commercial income.
Ensure all Capital & Backlog Maintenance funding is committed to college priorities by SFC deadline	FD	March		Purchase Orders have been completed which commit Capital and Backlog Maintenance spend
Develop a 5-year plan for the use and upgrade of ICT systems and services	DIPSS	July		This work was not undertaken due to changed priorities from closing down the college, and supporting staff and students remotely

DCAO – Director of Curriculum and Academic Operations

DLT – Director of Learning and Teaching

DHROD – Director of Human Resources and Organisational Development

DIPSS – Director of Information, Planning and Student Support

FD – Director of Finance

	Achieved
	Partially achieved
	Not achieved
	Work suspended during lockdown

Covid-19: High Level Plan for College Re-opening

The following is a live document which is updated as matters are progressed through the workstreams.

Introduction

Re-opening of the College estate and safe delivery of session 20/21 requires effective planning and significant adjustments to the way the College operates. The task will require oversight by SLT, line managers, and support from stakeholders such as trade unions and HISA.

Progress will be reported to the Board of Management on a regular basis with the overall aim of ensuring the new session can start on time with restricted access to the College estate and a revised delivery model.

Key tasks have already started and this plan identifies expansion of those tasks organised into 5 key workstreams to ensure each area of the College can support physical re-opening and a blend of local and remote delivery and support arrangements.

The 5 workstreams cover:

1) Managing the College estate
2) Planning and delivering the curriculum
3) Delivering support services
4) Supporting College staff through change
5) Stakeholder engagement and marketing

The College will move from lockdown through 4 stages which are discussed later in this document.

Planning activities assume that re-opening of the College and services will be gradual and evolve as Government advice is updated through 2020/21.

As well as individual workstream planning, this Plan will require the following functions across workstreams:

Coordination of Planning for Covid-19 re-opening

The overall planning activities will be coordinated across College by the Strategic Leadership Team (SLT). Members of the SLT will lead each of the workstreams, drawing on the strength and expertise of line mangers and specialist staff across the College. Workstreams will be supported and scrutinised by line managers and identified specialist staff and by staff, trades union and student association (HISA) representatives.

The proposed scope of this work is as follows:

- To consider and plan the logistics of transition from lockdown to post-lockdown operations with particular regard to each workstream.
- To liaise with: curriculum and support managers; trades union and other staff representatives; and student representatives to scope and plan scenarios and contingencies and evolve these as the environment and external guidance changes.

- Ensure overall delivery of a safe, phased approach to re-opening in line with Government, sector and stakeholder advice and support.

The tracking of all issues and events related to the re-opening of the college buildings will be managed by the SLT, under the leadership of the Principal, and recording of issues and resolutions will be coordinated by the Director of Information, Planning and Student Support.

Communication Plan

A communication plan will highlight when and how key updates to students, staff and stakeholders will be issued to ensure they are informed of key decisions made in relation to re-establishing the College facilities, and in particular, decisions around how learning and teaching activities will be delivered in session 20/21.

Register of Costs related to Re-opening

A register of all Covid-19 related costs for re-opening will be established and maintained under the supervision of the Director of Finance.

Reduced class sizes may need to be delivered within existing budget, and where this is required, the costs of this will also be measured and included.

Normal financial procedures will be followed for procurement, but specialist one-off purchases can be authorised by the Director of Finance (or other SLT member if not available).

The use of student support funds will also require careful monitoring to ensure resources such IT equipment are delivered to those most in need.

Managing the College Estate (V2)

Adapting the physical College estate to support safe social distancing and preparing systems and services for re-opening is a key function of this workstream

This workstream covers a range of requirements:

- Risk assessments for all common areas, general classrooms and office.
- Risk assessment examples for staff to adopt to different situations.
- Site access arrangements i.e. restricting access to buildings for authorised staff and visitors only, managing access for others in line with easing of restrictions.
- Social distancing measures across all common areas to include clear signage and floor markings to ensure safe distancing across all common areas.
- Design and implementation of a one-way system in College.
- Revisions to fire evacuation procedures in support of social distancing.
- Decision making by a senior staff member on-site through the transition to re-opening.
- Site cleaning and sanitising arrangements and protocol for deep cleaning.
- Traffic management system for corridors to enforce social distancing including consideration of campus opening times during restrictions.
- Arrangements for handwashing and hand sanitiser
- PPE requirements and procedures for use for staff
- Room and common area capacity planning
- Changes to contractor management for social distancing.
- First aider safe working arrangements and procedure for anyone falling ill onsite.
- Immediate estates related safety compliance work.
- Planning capital/maintenance work.
- Re-introduce regular contract schedule e.g. bin collection
- Procedures for further lockdown (if winter spike creates lockdown conditions).
- Develop Induction training guide for staff who enter the building to cover social distancing and hygiene arrangements.

Workstream Lead: Director of Information, Planning and Student Services

Proposed members of the workstream team:

Facilities Supervisor

Administration Officer (Estates)

Health, Safety and Wellbeing Officer

Required staff involvement:

Line managers of high-risk areas

Trade Union and Staff representatives

Initial task list (will be kept under review)

Task	Description	Responsibility	Target Date
Manage contractors	Ensure risk assessments and method statements provided by contractors make appropriate adjustments for social distancing.	Director IPSS	June 2020
Resume Compliance testing and regular contractor schedules.	Resume compliance testing and essential maintenance on site in line with contractors expected re-start 29th May 2020. Key estates requirements delayed since March 18th: • Water hygiene testing • Electrical distribution board testing • PAT testing • HVAC systems cleaning • Hoist testing • Evac chairs testing • Lift servicing Resume regular housekeeping services: • Trade and sanitary waste collection • Fire alarm testing – latest test 29th May • Gull nest removal (started 15th May) • Pest control • Building and systems maintenance (in line with Government planned dates for re-start).	Director IPSS	June & July 2020
Schedule urgent maintenance	Schedule urgent maintenance in line with the Government's plan to re-open construction. Repairs required to: • Fire doors • Replacement lighting G013 • Roofing (roof project phase 2) • Guttering systems • Victoria Art building (various)		
Develop Risk Assessments	Develop a standardised risk assessment for all common areas. Produce risk assessment guidance for staff to adopt in support of risk-assessing activities across College.	Director IPSS	June 2020

Review fire evacuation plans	Review fire evacuation plans in line with Government advice in relation to social distancing.	H&S Officer	June 2020
Design and implement one way system	Design and implement a one way system for all College corridors where 2m distancing cannot be supported.		
Design and implement Estates social distancing measures	Design measures to ensure social distancing is signposted in College across: Common areas e.g. receptions Entrances Toilet areas Social spaces Offices Standard teaching spaces Development of guidance for staff around work patterns, reduced hours on site etc.	H&S Officer	July 2020
Identify and implement Covid-19 cleaning procedures	Adopt guidance for Covid-19 cleaning and provide training to cleaning staff. Identify and procure correct PPE and provide training in the use of PPE.	H,S&W Officer	June 2020
Develop Lockdown Procedure	Develop a short procedure to adopt in the event of any future lockdown due to Covid-19. Key focus is to ensure all staff and students are equipped with ICT to support remote working.	Director IPSS	July 2020
Revise first aider procedures	Revise first aider procedures to deal with suspected Covid-19 case on-site.	H&S Officer	June 2020
Train staff	Provide training on social distancing measures to all staff returning on-site.	Facilities supervisor	August 2020
Support capacity planning	Provide support to staff to aid capacity planning for all teaching spaces and offices.	Director IPSS	June 2020
Re-plan capital projects	Re-plan capital projects in line with a review of funding.	Director IPSS & FD	August 2020

Planning and Delivering the Curriculum Workstream (V2)

Significant work already underway.
The College is a member of the UHI Tertiary Reference Group to ensure curriculum planning decisions are consistent across College and the partnership.
Outputs will be shared with the College planning group in order that changes to the design of College systems and estate are effective in response to the revisions required to L&T delivery.
There needs to be consideration of:

- Delivery model.
- Learning and Teaching approaches.
- Digital Literacy
- Likely numbers of students who need to visit College for practical activities.
- Student induction and enrolment
- Consideration of the impact on protected groups e.g. Skills for Life, Care experienced.
- Guidance for learners attending on-site.
- Restrictions on curriculum related travel.
- Classroom re-design, capacity planning for classrooms and labs.
- Timetabling changes in line with reduced capacity.
- Risk assessments for all activities.

Workstream Leads: Director of Curriculum and Academic Operations / Director Learning and Teaching

Proposed members of the workstream team:
Heads of Curriculum
Head of Academic Partnerships

Required staff involvement:
Teaching teams (including delivery support staff eg Workshop and Learning Assistants).
Quality Officer
Administration Centre Manager

Initial task list (will be kept under review)

| Workstream activity planning and operations. | • Planning considerations and implications will be informed by consultation with Heads of Curriculum and Head of Academic Partnerships on a weekly basis throughout June.
• Workstream members will liaise with their respective teams to ensure plans take into account all staff involved in curriculum delivery.
• The guidance developed by the workstream group will be provided to line managers who can raise any suggestions or concerns through the weekly meetings, or through the management structure should they prefer.
• Ascertain the need for priority access to Conference Room for mainstream classes v commercial income generation | DCAO/DLT

DLT | Weekly throughout June

By meeting 2. |

Curriculum Planning	• Identification of courses not running (due to impact of C-19). Viability related decisions to be made in August.	HOCs/HAP	19th June
	• Discuss options for simplification of the curriculum offer. Consider whether all FT FE frameworks (18 credits) should include integrating/embedding three core skills credits and three non-assessed credits, resulting in a maximum of twelve taught assessed credits.	DCAO/DLT/HS	By meeting 2
	• Identify a timeframe and expediated process to review course framework units to ensure they are appropriate for the new learning environment.	All group	Meeting 1
	• Agree a timeframe to identify units from the framework which can be delivered remotely and units which have practical elements that must be delivered in specialist facilities.	All group HOCs/HAP	Meeting 1 Meeting 1 and 2
	• Discuss the creation of an overarching delivery development schedule for each course, with prioritisation of units to be delivered remotely and showing these on the delivery development schedule.		
	• Agreement for discussion with teams to decide best start date to deliver programme.		
Timetabling	Agree guidance to be shared with teaching staff, to possibly include the following: • Evening opening needs to be agreed then timetabling takes place from 9 am to 9 pm with staggered start and finish times. • Group practical activities into full days on campus. • Timetable students over the whole week.	All Group	Meeting 1
Learning and Teaching	Agree guidance to be shared with teaching staff, to possibly include the following: • Consider structuring the first delivery week to focus on induction to the new learning environment and socialisation with peers. • Consider previous student feedback on what works well, what they find engaging, and units/subjects that they find challenging and may need additional support. • Use existing resources – teaching teams have good learning and teaching materials which may only require some refreshing and updating of format and/or design to make them suitable for use in remote delivery.	All Group	Meeting 2/3

	• Provide a range of activities including ice-breakers, team challenges and team building activities to keep students engaged, motivated and connected. • Enhance Brightspace materials with quizzes, links to relevant external resources, extension activities and reading materials. • Record lectures/tutorials to enable students with childcare commitments or caring responsibilities to access learning when it's convenient for them (to support retention and achievement). • Use support and guidance from EDU/LTA to translate practical delivery and assessment to the online environment (e.g. production of simulations and equivalent for delivering and assessing traditional practical face to face content. • Use technology to stay in touch with students – 1:1 tutorials, group work, discussion/chat forums, live stream lectures. • Release schedule of work weekly to allow students to work at their own pace. • Set weekly milestones/achievement goals for students to support ongoing motivation. • Seek regular feedback from students and make adjustments as required. • Plan how to engage your students alongside learning, teaching and assessment with support from LDWs.		
Assessment	Agree guidance to be shared with teaching staff, to possibly include the following: • Use regular formative assessment activities to check student progress, knowledge and understanding (e.g. Brightspace quizzes and Clickview) • Look for opportunities to integrate summative assessments, e.g. activity focus rather than outcome focus. • Move units requiring closed book/exams to Semester 2 where possible. • Consider writing new assessments to replace closed book/exam conditions – eg timed online assessment, timed short response etc. These may require Awarding Body endorsement/approval. • Agree the assessment schedule as a course team and advise the students to enable them to plan their time and study. • Release assessments early to allow students to work at own pace.	All Group	Meeting 2/3
Curriculum and Quality Operations	• Agree approach to scheduling of remote pre-verification, standardisation and internal verification sessions. • Discuss opportunities for scheduling of check points for delivery to review how well the approach is	All Group	Meeting 2/3/4

| | working for staff and students; to review government guidance changes; to review student feedback and make timely adjustments through existing meeting structures.
• Ensure engagement of all team members in arrangements and be mindful of individual staff needs when planning. | | |

Re-Designing Support Services working practices workstream (V1)

Following Scottish Government guidance, this work stream will consider how to ensure our support services continue to operate effectively during the re-opening of the College campus with **remote working as the default position for those who can.** The workstream will also consider which limited services can re-start on Campus in line with Government advice. The over-arching principle for this work stream is the health and well-being of both students and staff.

Workstream Lead

Director of Finance

Required staff involvement:

All line managers of support functions

Trade Union and Staff representatives

Initial task list (will be kept under review)

Group 1	Remote working to continue (default position as per Government Guidance)		
Confirmation of existing work-practices	Confirm the majority of staff and the tasks they are responsible for between the re-opening of the College Campus and the end of Phase 3 can and will continue to be delivered whilst working remotely. Identify those tasks that can only be done on site and assess if required in short/medium term.	Line Managers of all Support Areas (Excluding Nursery/Refectory/Beechtree – Responses to be collated by Director of Finance.	15 June 2020
Mental well being	Mental well-being of remote working staff needs to be considered and what can be done to lessen the impact on staff (working with Supporting Staff work stream).	Line Managers of all Support Areas working with HR	Ongoing
Flexible Working Requests	Line Managers to be as flexible as possible due to ongoing childcare/other home working restrictions and allow staff to alter working hours where possible. All changes to working hours/days to be fully discussed with HR and documented.	Line Managers of all Support Areas (Excluding Nursery/Refectory/Beechtree working with HR – Responses to be collated by Director of Finance	Start June 2020 - Ongoing
Remote working requests	All staff requests to continue working remotely due to shielding/high risk etc to be allowed (on the assumption that they have been working effectively from home to date).	Line Managers of all Support Areas (Excluding Nursery/Refectory/Beechtree working with HR – Responses to be collated by Director of Finance	June 2020

It/Equipment Requirements	IT/Equipment needs to be identified by line managers in order to ensure staff working from home are able to operate effectively. This may involve retrieving equipment from the College (including chairs etc.). Timeline and plan for entry to College to pick up equipment to be drafted in connection with Estates. New IT requirements to be documented and addressed.	Line Managers of all Support Areas (Excluding Nursery/Refectory/Beechtree working with HR – Responses to be collated by Director of Finance Director of Finance/Estates team Line Managers of all Support Areas (Excluding Nursery/Refectory/Beechtree working with HR – Responses to be collated by Director of Finance	15 June 2020

Group 2	Remote working not possible. Service not able to be opened - Refectory		
Staff Requirements	Line Manager to identify number of staff that could operate safely and work on tailoring offering to the reduced number of staff.	Line Manager of Refectory – Response to be provided to Director of Finance	Date to be confirmed as Manager on Furlough
Physical Distancing/ Additional Hygiene Measures	Line manager to work with Estates team to ensure measures put in place on premises to enable social distancing measures/increased hygiene routines	Line Manager of Refectory – Working with Estates and Procurement Teams	Prior to reopening

Group 3	Staff required to be on College Campus (Not Nursery)		
Staff required to attend Campus	Line managers to identify key tasks between the re-opening of the College Campus and the end of Semester 1 that **necessitate** staff being present on College Campus. All alternatives to attendance on site to be worked through and documented to demonstrate there is no alternative. To be reviewed regularly to ensure need to be on campus is still there	Line Managers of all Support Areas (Excluding Nursery/Refectory/Beechtree – Responses to be collated by Director of Finance.	End of June 2020
Timetable of Staff on Campus	Clear timetable to be established from each area to ensure social	Line Managers of all Support Areas (Excluding	End of June 2020

	distancing measures are capable of being followed whilst staff on site. Consideration to be given to ensure peak hours travel is minimised. Only encourage local staff to be on site where possible/ Use of early hours opening Once agreed, timetable to be distributed to relevant parties and updates made to website/staff email addresses about on-site availability.	Nursery/Refectory/Beechtree – Responses to be collated by Director of Finance.	
Work Place Assessments/ PPE Requirements	Work place assessments to take place in line with Estates planning prior to staff entering building. Will include preparing work stations etc. Considerations given to PPE requirements	Estates Team	Prior to opening
Training	Training to be provided in line with Supporting Staff workstream around moving around the College Campus.	HR/Estates Team	Prior to opening

Group 4	**Nursery**		
	Nursery to open in line with revised guidance from the Care Inspectorate and Moray Council. Physical distancing measures and additional hygiene requirements to be worked through with Estates Team	Line manager utilising guidance and working with Estates team	Prior to opening
	Line manager to consider additional resources required to ensure adherence to guidelines. Including potential requirement to reduce numbers of children in the service if unable to recruit additional staff. Consideration to be given of deploying staff to help. Staff resource required to be confirmed prior to offers being sent out.	Line Manager – Responses to Director of Finance	Prior to offers being sent out.

Supporting College Staff Through Change Workstream (V3)

HR should consider any changes/additions to staff related policies and procedures in support of any changes to working arrangements for session 20/21.
A key requirement is to monitor the long-term impact of staff working in a changed environment to ensure the continued wellbeing of staff.
Check and if required, update flexible working arrangements for staff (line managers to implement).
Staff office re-configuration and changes to working practices will impact directly on staff and may require HR support.
Key tasks likely to cover:

- *Supporting consultation with staff and trade unions.*
- *Development of procedures associated with Covid-19 testing.*
- *Restrictions on staff travel arrangements.*
- *Supporting staff who cannot return to College due to Government guidance.*
- *Supporting risk assessments for staff.*

Workstream Lead: Director of HR and OD

Proposed members of the workstream team:
H,S & W Officer
HR Manager

Workstream meetings have been arranged for
- 17 June 2020
- 30 June 2020
- 11 August 2020
- 18 August 2020

Required staff involvement:
All line managers
Trade Union and Staff representatives

Initial task list (will be kept under review)

Consultation	Arrangements will be informed by consultations with trade and staff representatives with the initial consultation taking place on 2 June 2020. Thereafter an additional JCC will be arranged remotely during week commencing 17 August 2020, to update on the progress of the workstreams.	Dir HR & OD	2 June 2020 Update: All line managers received High Level V1 document 30 May 2020, for discussion on 1 June 20 then ongoing feedback, Joint JCC held on 2 June 2020, High Level document being updated as a result. Joint JCC arranged for 25 August 2020.

	Proposed meetings between the Trade Union and Staff reps, Principal and Dir of HR & OD every two weeks.		These meetings have all been arranged via Skype, commencing 19 June 2020.
	The guidance developed by the workstream group will be provided to line managers who can raise any suggestions or concerns through the weekly meetings, or through the management structure should they prefer.		This will be an ongoing element
	The Dir of HR & OD will channel feedback and concerns to the workstream team		This will be an ongoing element
	Health and Safety Committee to be arranged		consider arranging for week commencing 17 August. Arrangement of H & S Committee requested (August or early Sept) Consider email updates to committee
Communication	The Workstream Team will consider communication methods during the transition period. This is likely to include feedback from the Communications SLWG and the following points: -Should email communications continue during the period of transition, as they have since lockdown? -Line management meetings -Use of intranet	Workstream Team	By end June Update: to be considered by the workstream team at the meeting on 17 June 2020
	During the transition period there is likely to be a number of staff in the working at home and within the building, with these proportions changing as required. The team will consider the requirement for meetings to continue to be held remotely to allow access and also social distancing requirements		Update: to be considered by the workstream team at the meeting on 17 June 2020
	Note: Signage is considered by another workstream		Action for Estates Workstream.
Principles underpinning the work of the group	The team will consider any further principles should underpin the workstream: Initial principles are:	Workstream Team	By end June Update: to be considered by the workstream team at the meeting on 17 June 2020

	-Health, Safety and Wellbeing of all -Activities and guidance must be in accordance with Scottish Government, NHS and SFC guidance -Activities and guidance must be in accordance with NJNC Circulars -Arrangements in place must have due regard to the needs of the college operations and the needs of the individuals. This will undoubtedly lead to different outcomes for different teams given that the needs of both will differ. - Guidance notes are provided in relation to the current Covid Emergency Situation and do not constitute longer term arrangements (which would require to be developed separately)		
Development of Guidance	The team will develop guidance for transition period as necessary. This will include the following areas: • Arrangements in support of Test and Protect • Arrangements with regard to staff travel • Guidance for consideration in flexible working arrangements requires to include HS arrangements for all working arrangements in current Covid situation • Guidance for undertaking risk assessments in relation to support of staff with specific requirements. • Refresh of Guidance on HomeWorking This guidance should be updated as required by changes to external policy, guidance, circulars or on the basis of feedback where considered appropriate	Workstream Team	August 2020 Update: the workstream team will consider whether any additional guidance requires to be produced at it's meeting on 17 June 2020 (eg Mental Health support for all staff, guidance for those sheilding or living with those shielding)
Training	The following training and guidance will be developed by the team and delivered as appropriate:	Workstream Team	August 2020

	• Briefing for all those entering the college buildings including how to move around the building, social distancing and hygiene practices • Remote learning and development training • Specific training as determined – eg guidance for cleaning staff • Update regarding the use of PPE as required		Update: the workstream team will consider whether any additional training is required to be delivered, and how this can be achieved at the meeting on the 17 June 2020 to allow preparations over the coming weeks.

Workstream 5: Stakeholder Engagement and Marketing (V2)

We need to maintain and enhance our engagement and communication with our key internal and external stakeholders at this time, developing on the work undertaken since the start of lockdown. The college has identified in its Strategic Plan that its key external stakeholder groups are: the Moray community partnership; Moray schools; employers based or operating in Moray; and the wider UHI Partnership.

The following areas of work will require prioritisation:

- Maintain regular and informed communication with key internal stakeholders: Board of Management; college staff; and college students
- Ensure that the college remains a key partner in planning and contributing to the Moray community's economic recovery post-lockdown
- Maintain close working relationships with Moray Council and Moray schools' strategic and operational leads to ensure smooth transition for the new Senior Phase cohort due to begin in June 2020; to support medium and maximum 'at risk' pupils and those requiring ELS support; and to ensure the successful delivery of the 20/21 Senior Phase programme
- Maintain strong links with employers to identify need and develop solutions to support local employers through FWDF, Apprenticeship routes; and CPD provision; and through training to support the employability of those outside the labour market
- Maintain engagement with recent and potential college and AGBC clients to help review and reshape the college's commercial activity to support future commercial income streams
- Ensure that the college informs and shapes regional planning for the University's response to the post-lockdown world, that both contributes to the regional effort, and secures the colleges criticality to that work
- Maximise applications and enrolments for 2020/21 college provision through a collaborative local implementation of the UHI Integrated Marketing and Communication campaign
- Ensure that robust risk assessments take place and measures are put in place to secure the Health and Safety of our tenants and clients (under different workstream).

Workstream Lead:
Principal

Proposed members of the workstream team:
Head of Marketing and External Relations (Head of MER)
Head of Academic Partnerships (HAP)

Required staff involvement:
Directors
Line managers
Clerk to the Board
MER and Schools team staff
Administration Centre Manager
Trade Union and Staff representatives

Initial task list (will be kept under review)

Communication and engagement with internal stakeholders (Note: this is dealt with in more detail in another workstream)	• Ensure BOM receive regular updates and are advised and consulted (where appropriate) at key decision-making points	Principal/Clerk to Board	At scheduled meetings and ad hoc as appropriate
	• Ensure regular communication with and from staff through line management structures and regular communication streams	Principal/Director of HROD	Through weekly managers' meetings and Principal briefings
	• Ensure there are sufficient communications to both existing and prospective students	Head of MER/ Director of IPSS	Schedule to be agreed for period June – August 2020 and then reviewed
Moray community	• Ensure college is engaged and represented in key community fora including CPP, MEP and SIP	Principal HAP/Head of MER/ Principal's PA	Schedule attendances from June-September 2020
	• Maintain momentum to secure funding for two key MGD projects	Principal/MGD Project Manager	To meet agreed Project and Programme Board deadlines
	• Support DYW Moray team to engage nationally to develop strategies for virtual employer engagement and to run social media campaigns supporting Foundation Apprenticeships and employment opportunities for young people.	Head of AP/MER	Scheduling to be agreed from June-September 2020
Moray Schools Senior Phase Programme	• Secure agreement on start dates, format of engagement, on-line enrolment and virtual induction arrangements	Head of AP (HAP)	Completed 5/20
	• Develop induction materials and Brightspace shells for all Senior Phase classes.	LTC/Lecturers	Completed 5/20
	• Ensure all lecturers are engaged and prepared to begin classes.	HAP/HOCs	August 2020
	• Establish GLOW classroom in each school for all Senior Phase 'College' pupils.	HAP	Completed 6/20

	• Support staff to develop materials to support virtual delivery in Semester 1	LTC/HAP/HOCs	August 2020
	• Establish which, if any, groups will be able to return safely to 'on campus' delivery and the format that will take.	HAP/HOCs	August 2020
	• Monitor national work-based assessment discussions impacting on Foundation Apprenticeship delivery.	HAP	June 2020
Moray employers	• Work with existing stakeholder groups to identify demand for CPD training • Explore possible funding streams to support employer provision. • Communicate with employers to explore potential for online delivery • Work with course areas to adapt FWDF courses to deliver on line where possible. • Provide regular updates to employers on FWDF funding and extensions. • Readjust ways to continue delivery to apprentices still able to undertake training. • Identify sectoral courses in line with likely demand and regular discussion with Jobcentreplus and SDS • Work with Curriculum areas to identify ideas for employability courses and delivery mechanisms.	Head of MER/ HOCs/HAP/ MER team/ Training Coordinators	June-August 2020 is the development phase for these activities August-October 2020 is delivery phase for these activities More specific timings for development, delivery and review may be required
Other commercial client engagement	• Ensure that AGBC tenants are kept up to date with progress and developments regarding the reopening of the building. • Train tenants on access restrictions and risk assessments etc. • Negotiate and agree rental payment/holiday where appropriate to support business continuation.	Head of MER/Events Coordinator	May-late August 2020 Prior to re-opening AGBC building for tenants' use August – December 2020

	• Communicate re possible bookings for 2021 events and ensure that clients are aware of likely restrictions		
UHI Partnership Planning	• Maintain senior presence in key UHI planning fora including Partnership Council; Crisis Management Group; Tertiary Reference Group and sub-meetings; Quality Forum; to both inform the UHI direction of travel and to mitigate risks of regional decisions on the college	Principal and SLT	As per scheduled meetings
Maximise applications and enrolments through UHI Integrated Marketing and Comms campaign	• Implement plan to increase 20/21 applications including from priority groups of : young people, influencers, current applicants and adult returners. • Deliver complementary tactics including: Digital, offline, web and other communications routes. • Use key messaging agreed for each stakeholder group • Finalise and deliver virtual recruitment event across the summer utilising a mixture of case studies, lecturer profiles, videos, podcasts, alumni etc. • Ensure prospective applicants can post enquiries through the Summer and that these are processed in a timely manner. • Maintain other day-to-day marketing through social media – good news stories, community news, courses, students and alumni case studies. • Ensure specific marketing push coincides with Clearing and Results Day	Head of MER/ Marketing team/ Promoted lecturers	Timings for campaigns to support 2020/21 FE and HE applications: June-August 2020 *College Campaign 1/ Phase 1 of UHI Integrated Marketing and Communications campaign* August 2020 *Clearing and Results Day* August-October 2020 *College Campaign 2: Late applications/UHI UCAS* October-January 2021 *College Campaign 3: HE applications/UHI* UCAS

Page Break

College Re-Opening – the 4 Stages

The approach to planning is to adopt 4 distinct stages to support re-opening:

- **Stage 1** – Urgent site safety compliance work is completed, managed access for curriculum staff in June for 20/21 planning, risk assessment development, longer term working from home arrangements put in place.
- **Stage 2** – Physically changing the College estate to support social distancing measures, routine site safety testing and repairs continue.
- **Stage 3** – Restricted opening up the College campuses for the start of the new session in August including rollout of systems to students in support of remote learning.
- **Stage 4** – Introduction of a range of student facing services on-site with social distancing measures in place.

Stage	When	What needs to happen	What will it look like in College
1	June & July weeks 1 and 2	Key Estates compliance testing work resumes. Risk assessments developed to allow the safety work to take place in line with social distancing rules. Teaching staff continue planning and are permitted on site in June for essential 20/21 planning work. Risk assessments developed. Consultation starts with stakeholders. Implementation of changes for longer term working from home. Standards adopted for safe campus opening and maintenance regimes. Identification and procurement of various items covering signage, equipment, PPE and cleaning products.	Lockdown arrangements and restrictions on site access remain, with a limited number of people now on site: - **Site assistants** - **SLT members** as and when required. - **Contractors,** distributed across college carrying out essential safety related work where risk assessments permit. - **Curriculum staff** requiring access to support planning work in June. - **Any other staff** requiring access to essential resources. Communication on-site will mostly take place by radio or telephone with any essential staff on site. Strict social distancing for staff and contractors in place. Contractors following new risk assessments and method statements to support social distancing for all work. Equipment to support remote working collected from site. Deliveries resume, but with strict protocols being observed.
2	July weeks 3 & 4,	Implementation of physical changes to the estate to	As phase 1, but with key support staff brought on site to support the implementation of social distancing measures agreed through risk assessment processes.

Stage	When	What needs to happen	What will it look like in College
	August Week 1	manage new working arrangements. Curriculum planning continues.	Appropriate signage and floor marking in place. Out of bounds areas clearly marked.
3	August week 2 (tbc)	Partial re-opening in line with Scottish Government stage 3 of easing restrictions - currently marked as August on Government route map. Staff training on new arrangements. Induction and enrolment on-line. Remote delivery arrangements for students.	A number of staff still working remotely where they can or have no option due to restrictions e.g. student services. Rota for staff attending on site to limit interactions. Return of some support staff and teaching staff when holiday period ends. Nursery to resume services in line with statutory guidance and risk assessment process. Significant changes to working arrangements on site to support social distancing. On-line enrolment and induction, but some students on site by appointment only to collect laptop. Students studying remotely with limited site access where support is not possible via telephone. Access to buildings is restricted and visitors by appointment only. Very limited student facing services on site: • Refectory services and Aye Pod to remain closed – but alternative service may be offered where risk assessment permits. • Social spaces closed or restricted. • Student services centre closed but working remotely as normal. • Finance reception closed, but may offer a restricted service in line with risk assessments. • Beechtree restaurant closed to the public. Restricted access to common staff areas. Staff will likely bring in packed lunch or return home for lunch. Access routes are clearly marked and social distancing signage is signposted everywhere.

Stage	When	What needs to happen	What will it look like in College
			Staff likely to be on site only for limited number of hours each week.
4	Expected between Sept/Dec 2020	Re-opening of student services functions on-site in line with stage 4 of Scottish Government plan to ease restrictions.	More staff return on-site, but with continued social distancing measures in place. Services can resume where social distancing measures considered safe and manageable through risk assessment processes.

BOARD OF MANAGEMENT

Audit Committee
Draft Minutes of Meeting
held on
Tuesday 18 February 2020
at 1330 in the Boardroom

Present: Dr J McLeman   (Convener)
                  Mrs D Newton
                  Mrs D McKinstrey
                  Mr G Johnston

In attendance: Mr D Duncan
                  Miss S McInnes
                  Mr Jason Thurlbeck   (Head of UHI Internal Audit)
                  Mr S Inglis   (MHA Henderson Loggie (HL), Internal Auditors)
                  Mrs C Fair   (Clerk)

		ACTION	DATE
A.20.01.01	**Resignations and Appointments**		
1.1	There were no resignations nor appointments		
A.20.01.02	**Apologies for Absence**		
2.1	Apologies for absence had been received from: Mrs Grace Scanlin (EY) Mr Kyle Gee (HISA) Mrs Kelly Strachan		
A.20.01.03	**Any additional Declarations of Interest including specific items on Agenda**		
3.1	Mr S Inglis MHA HL declared an interest in Agenda item A.20.01.07 and A.20.01.17		
A.20.01.04	**Draft Minutes of Joint Audit and F&GP Committee meeting held on 26 November 2019**		
4.1	The Committee noted the correct reference for MHA HL. The minutes were accepted as a true and accurate record and approved by the Committee: Proposed: Mr G Johnston Seconded: Mrs D McKinstrey		
A.20.01.05	**Matters Arising/Action Sheet from meeting of Joint Audit/ F&GP Committee held on 26 November 2019.**		
5.1	Mrs 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 action remains open:		

		ACTION	DATE
5.2	5.1 – Issue of whether a Whistle-blower Policy or equivalent is/should be available for students. Mr Duncan provided an update to the Committee. He has been advised by Stephen Gregg, UHI Single Policy Environment Adviser, that they are currently developing a Tertiary Student Guidance Policy which will cover this and does not therefore recommend developing a separate Whistleblowing Policy. The Committee agreed that a single UHI policy for students on this matter was preferred.		
Action	To keep Committee appraised of progress on incorporating a whistle-blower policy into the UHI Tertiary Student Guidance Policy.	**Mr Duncan**	When available
A.20.01.06	**Risk Register**		
	(i) Update on Risk Register Reporting		
6.1	Reports are generated from the Sharepoint system, but MI is not currently fit for purpose. Mr Duncan spoke to Roger Sendall and suggestions for improvement shared. However, development work to produce reports is still to take place, although no plan to implement before the summer. Particular concerns over • No historic data or trends; • Poor functionality. The Committee also noted it would be helpful to have an explanation of risks by risk owner.		
Action	Mr Duncan to go back to Roger expressing continuing concern about risk register reporting, and an option could be a procurement of a separate reporting tool.	**Mr Duncan**	ASAP
Acton	To raise issue of Risk Register reporting at next meeting of UHI Audit Chairs.	**Dr McLeman**	7-5-2020 Audit Chairs
	(ii) Risk Register Review		
6.2	Committee spent time considering the Risk Register summary. Brexit risk continues as there is significant uncertainty over trade deal. Committee also noted succession planning is covered under risk 17. The Committee observed a large number of red and amber risks, in particular College Estate, Finance and IT. However, the Committee noted that a number of mitigating actions referenced 'ongoing actions' with no specific actions or dates or impacts making assessment of mitigation difficult, and some did not seem to be up-to-date. The Risk Policy sets out the requirement for a Board risk workshop, although none is currently proposed in the Board workplan.		

		ACTION	DATE
Action	To suggest a Risk Workshop take place prior to June or Sept Board meeting. Dr Mcleman to speak to Chair about timing.	**Dr McLeman**	ASAP
Action	Further iteration of the Risk Register report for the next meeting of the Committee to include a review of mitigating actions and where appropriate a refresh, noting that the report would also be reviewed at the Risk Workshop once date agreed.	**Miss McInnes**	19-5-2020 meeting
	(iii) Deep Dive Risk item No 8 – Non-Compliance with relevant statutory regulations		
6.3	This was originally discussed in May 2019 as outlined in paper A.19.2.12. Mr Duncan's current paper outlined a proposed approach using an assurance map and an example of such a map was included for consideration by the Committee. The Committee was very supportive of this suggestion and the approach.		
Action	Mr Inglis offered to provide example templates of assurance maps.	**Mr Inglis**	ASAP
Action	Miss McInnes to speak to Mr Inglis and come back to Committee with options for a compliance assurance map framework, map layout and how it will be monitored.	**Miss McInnes**	19-5-2020 meeting
A.20.01.07	**Externally facilitated Board Effectiveness Review**		
7.1	This item is reserved and the minute held in confidence.		
A.20.01.08	**Internal Audit**		
	(i) Review of Internal Audit Plan and Scopes for 19/20		
8.1	The Committee had concluded under agenda item A.20.01.07 that the externally facilitated board effectiveness review should be undertaken by MHA Henderson Loggie. It was agreed that Budgetary Control and Corporate Governance should be removed from the plan and the time allocated to conducting the externally facilitated board effectiveness review, noting that the proposed audit of governance aligned with part of the effectiveness review. The following should remain on the plan; • Health and Safety – follow up review, 2 days • Curriculum – 4 days • Workforce Planning – 4 days • Corporate Planning – follow up review, 2 days, as well as the other required audits. Mr Inglis noted that one aspect of the proposed audit of Corporate Governance would not be covered by the effectiveness review, namely arrangements for monitoring and responding to official requests for information, such as		

		ACTION	DATE
	from the SFC. The Committee agreed it would be appropriate to ask college management to set out the arrangements in a paper to the Committee.		
Action	Revised Internal Audit plan to May meeting along with detailed scope on Board Effectiveness Review;	**MHA HL**	19-5-2020
Action	Paper on college arrangements for monitoring and responding to SFC requests for information to ensure compliance to be provided to the Committee.	**Miss McInnes**	October meeting
	(ii) Detailed timeline plan		
8.2 **Action**	Revised internal audit timeline required for May 2020 Audit meeting	**MHA HL**	19-5-2020
	(iii) Review of Audit Register		
8.3	A separate document was circulated to the Committee providing an update on the current status of the Audit Register. Of 6 outstanding Audit actions, SLT understood 4 as complete although MHA HL have requested further information before signing off. Two remain outstanding. The Committee sought assurance from Miss McInnes that outstanding Audit recommendations are now concluded in a timely manner to bring the status back on track in future.		
Action	To ensure all outstanding audit actions are concluded and report back to May Audit Committee.	**Miss McInnes**	19-5-2020
A.20.01.09	**Matters Arising from 2018-19 External Audit**		
	(i) Actions Referenced in response from the Committee to EY		
9.1	The Committee considered the response to EY letter dated Nov 2019. The Committee spent time considering progress in areas where further work was required in particular policies related to fraud and financial controls, whistle blowing by students, communicating to employees its view on business practice and ethical behaviour. The Committee would expect to see progress in relation to these areas that it could report on in its response to this year's letter to those charged with governance.		
A.20.01.10	**GDPR Update**		
10.1	A summary of all incidents of data breaches and investigations had been included in Mr Duncan's Report to the Committee. Most of these had been self-referred and the Committee noted that there is a very effective reporting system in place. Many college policies underpin arrangements supporting GDPR, and these will be reviewed internally with the benefit of operational experience.		

		ACTION	DATE
Action	Mr Duncan to share the outcome of the review of arrangements linked to GDPR with the Committee when available.	**Mr Duncan**	ASAP
A.20.01.11	**Policies**		
	(i) Update on Review of College Policies		
11.1	An update was provided to the Committee which included a policy schedule update including policies on hold with reasons provided for this. The plan as presented did not contain a review of fraud policy updated for NFI or of financial controls policy, as referenced at A20.01.10 above. Mr Duncan to update the plan to include these two policies, the fraud policy to be presented to the next meeting of the Audit Committee and financial controls to the F&GP.		
Action	Mr Duncan to update the policy schedule to include review of fraud and financial controls policies.	**Mr Duncan**	
Action	Miss McInnes to review the fraud policy for agreement at the next meeting of the Audit Committee.	**Miss McInnes**	19-5-2020
	(ii) Reporting and Monitoring of Theft		
11.2 *Action*	It was agreed that Mr Duncan would compile a short procedure on this and maintain a log of any theft. The procedure to be posted on the College website.	**Mr D Duncan**	ASAP
A.20.01.12	**Terms of Reference of the Committee**		
	(I) Implications for Committee's TOR arising from the Efficiency Return from the College to RSB/SFC		
12.1	Committee noted that slight revision may be required to the TOR arising from the efficiency return from the College to SFC.		
Action	To capture text to cover this under Terms of Reference for next meeting.	**Dr McLeman**	19-5-2020
	(II) Alignment of Audit Committee's TOR and Annual Workplan		
12.2 **Action**	Miss McInnes was asked to review the Committee's TOR against the annual workplan to ensure all areas are being covered.	**Miss McInnes**	19-5-2020
A.20.01.13	**Emerging Issues**		
	(i) Update on Revised Code of Good Governance		
13.1	There has been a delay in publishing a revised Code of Good Governance until June 2020. It was noted however, that the externally facilitated board effectiveness review due in 2020 will therefore be based on the existing code.		
	(ii) Discussion on timing of November Audit Committee meeting		

		ACTION	DATE
13.2	A suggestion had been made by Convenor of F&GP that Audit meeting and F&GP meeting run concurrent meetings on the morning of the Joint Audit/F&GP meeting to allow only joint business such as review of annual statutory accounts and external audit report to be considered at the Joint meeting. However, the Committee concluded that this would not be viable since the Director of Finance and Clerk to Board are required to attend both Committees. Status Quo will therefore stand.		
	(iii) Next meeting of UHI Audit Chairs' on 7 May 2020		
13.3 **Action**	It was agreed that Dr McLeman would raise the following issues at the next meeting of Audit Chairs: 1. UHI Whistleblowing Reporting arrangements for students; 2. Risk Register Reporting and MI 3. UHI shared approach to internal audit provision, including board effectiveness reviews.	**Dr McLeman**	7-5-2020 Audit Chairs' meeting
A.20.01.14	**Date of next meeting 19 May 2020**		
RESERVED ITEMS			
A.20.01.07	**Externally facilitated Board Effectiveness Review**		
7.1	This item is reserved and the minute held in confidence.		
A.20.01.15	**Draft Reserved Minutes from Joint Audit/F&GP Committee held on 26 November 2019**		
15.1	This item is reserved and the minute held on confidence.		
A.20.01.16	**Draft Reserved Matters arising from Joint Audit/F&GP Committee held on 26 November 2019**		
16.1	This item is reserved and the minute held on confidence.		
A.20.01.17	**Update on future internal Audit provision**		
17.1	This item is reserve and the minute held in confidence.		

BOARD OF MANAGEMENT

Audit Committee
Draft Minutes of Meeting
held on
Tuesday 19 May 2020
at 1330 by Skype

Present: Dr J McLeman   Convener
Mrs D Newton

                    Mrs D McKinstrey
                    Mr G Johnston
                    Mr K Gee

In attendance:

                    Ms S McInnes
                    Mrs G Scanlin   EY – External Auditors
                    Mr S Inglis   MHA Henderson Loggie (HL), Internal Auditors
                    Mr D Archibald   MHA Henderson Loggie (HL), Internal Auditors
                    Mrs C Fair   Clerk

		ACTION	DATE
A.20.02.01	**Resignations and Appointments**		
1.1	There were no resignations nor appointments.		
A.20.02.02	**Apologies for Absence**		
2.1	There were no apologies for absence.		
A.20.02.03	**Any additional Declarations of Interest including specific items on Agenda**		
3.1	Mr Archibald and Mr Inglis MHA HL declared an interest in Agenda item A.20.02.16 – Renewal of arrangements for internal audit services.		
A.20.02.04	**Draft Minutes of Audit Committee meeting held on 18 February 2020.**		
4.1	The minutes were accepted as a true and accurate record and approved by the Committee: Proposed: Mr Johnston Seconded: Mrs McKinstrey		
A.20.02.05	**Matters Arising/Action Sheet from meeting of Audit Committee held on 18 February 2020**		
	Mrs 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	6.1.1 and 6.1.2 – To raise issue of risk register not being user friendly – remains outstanding. Jessie to raise at next	Dr McLeman	June Audit Chairs'

		ACTION	DATE
Action	UHI Audit Chairs' meeting in June 2020, and to write to Mr Sendall in any case.		
5.2	6.2.1 - To suggest a Risk Workshop take place prior to June or Sept Board meeting – remains open. Jessie to speak to Peter. Update; Timing to be reviewed in light of current circumstances, following discussion with Mr Graham,	**Dr McLeman**	ASAP
5.3	6.3.1 and 6.3.2 – Examples of templates of Risk Assurance maps to be shared with committee. Example from Fife College to be provided to Committee, to be circulated by end May, (along with draft TORs below).	**Mrs Scanlin Ms McInnnes**	End May
5.4	8.1.2 Paper on arrangements for monitoring and responding to official requests for information to be provided to Committee – remains open.	**Ms McInness**	Oct Audit
5.5	11.1.2 – Review of Fraud Policy remains open – carry forward to next meeting.	**Ms McInnes**	Oct Audit
5.6	11.2 – Reporting and Monitoring of Theft – Shelly to review the procedure and log.	**Ms McInnes**	ASAP
5.7	12.1 – Revised draft TOR to be circulated to Committee after May meeting and feedback from Committee requested by end June, for decision at October meeting.	**Mrs Fair Committee**	Prior to October Audit
5.8	13.3 - Jessie to raise following issues at next meeting of Audit Chairs – remains outstanding. Audit Chairs meeting rescheduled for June • UHI Whistleblowing reporting arrangements for students • Risk Register Reporting and MI • UHI shared approach to internal audit provision, including board effectiveness review	**Dr McLeman**	June Audit Chairs'
A.20.02.06	**Risk Register**		
	(i) Review of current Risk Register and mitigating actions		
	(ii) Business Continuity arrangements		
	(iii) Actions Arising		
6.1	The Risk Register had been circulated as an Excel file and previous comments on reporting apply. Four new risks had been added after meeting with SLT. These related to impact of Covid-19, including the health and wellbeing of staff working from home, the return to College and arrangements for re-opening. With regards to risk 21, College Estate not for for Purpose, EY noted SFC funding had been reduced by £11.2 million. Funds for maintenance will be distributed by UHI. Committee queried why the risk levels relating to Modern Apprentices had not increased.. It was explained that MAs		

		ACTION	DATE
	are delivered through SDS funding, resulting in a lower negative impact than changes to HE income. Committee noted that in relation to M15, FE targets not met, there will be no clawback this Academic Year. The Financial position for this year is not as adverse as anticipated in relation to cash flow. However, the College will owe UHI £386K at start of next academic year. Income from the Furlough Scheme is anticipated to be circa £300K. The College is still anticipating a deficit of £370K in excess of net depreciation. Committee noted that many Colleges will be facing similar challenges. It is still anticipated that Moray Growth Deal will be progressed. The Committee noted that, overall, the Risk Register indicates the College is managing high levels of risk in relation to the Board's risk appetite as a consequence of Covid-19 and the on-going circumstances arising.		
6.2	Business Continuity Arrangements – A paper had been circulated setting out actions taken to implement lockdown and the Committee commented favourably on how these had been handled. The university partnership Business Continuity Group initially met daily, now twice-weekly with the main focus being on the way forward and managing the challenges ahead. Committee was assured the Principal sits on this group. The Committee also commented favourably on how the Principal is communicating with staff and the wider Community.		
Action	E-mail from UHI circulated on 11-5-2020 explaining how the partnership is managing the situation to be recirculated to the Committee.	**Mrs Fair**	ASAP
A.20.02.07	**Internal Audit for AY19/20**		
	(i) Internal Audit Arrangement for AY 19/20		
7.1	The revised Audit Plan had been circulated by HL. Due to the lockdown, it had not been possible to undertake some previously planned audits and HL therefore had made alternative proposals. The Committee spent time considering the proposals. After some discussion it was decided that the proposed audit of Corporate Planning would be expanded to include a wider review of Business Continuity Planning. This audit would focus on lessons learned, the plans for reopening the College consistent with the partnership-wide business continuity group's planning framework and activities, and contingency planning arrangements, such as for a further lockdown, given the virus may still be prevalent.		

		ACTION	DATE
	Mr Archibald commented that with the changes to the audit plan as now agreed, HL would be in a position to provide an Audit Opinion in its Annual Report for the year. The Committee noted that the externally facilitated Board Effectiveness Review had been deferred to Spring next year and this may be further delayed. The following was agreed: • Health and Safety follow up – 2 days • Quality Assurance and improvement follow up – 2 days • Workforce planning – 4 days • Corporate Governance – 2 days • Business Continuity Planning –c 5 days, TBC • Prescriptive Audits such as EMAs, Credits and Bursaries and Hardships funds, 9 days, This means a few days are held in reserve.		
	(ii) Agreement to Revised Plan		
Action	To submit a revised Audit Plan, scopes and timeline as agreed, for circulation to the Committee when complete.	**MHA HL**	ASAP
A.20.02.08	**Review of Audit Register**		
8.1	Committee noted that there are still 4 outstanding items. These include Procurement – Management Training to take place on non-compliance reporting; and Health and Safety – workplace assessments are now planned to be undertaken. The Committee was advised that these outstanding issues will be completed once the College reopens. The actions arising from the prescriptive audits will be reviewed when the next audits are undertaken.		
Action	To ensure all outstanding and overdue audit actions are concluded when the College reopens.	**Ms McInnes**	ASAP
A.20.02.09	**External Audit**		
	(i) Scope/Plan for Annual Audit EY YE 31 July 2020		
9.1	Mrs Scanlin presented EY's Annual Audit Plan for year ending 31 July 2020. The Key Audit Risks were outlined to the Committee, which include; Key Financial statement risks: • Risk of fraud in revenue and expenditure recognition; • Misstatement due to fraud or error; • Valuation of property, plant and equipment; given the value of the estate, EY assign a higher inherent risk to this area; • Valuation of pension assets and liabilities; Wider Scope risks include;		

		ACTION	DATE
	• Financial sustainability due to continuing financial pressures, and the impact of the challenges of Covid-19 on 2019-20 and the College's ability to develop viable and sustainable financial plans as a result of external factors; • Governance and transparency - delivering progress in good governance arrangements; including the risk that Covid-19 may impact the College's ability to deliver good governance arrangements, both on the College's way of working and on key individuals charged with good governance. Mrs Scanlin advised EY have not been able fully to quantify the impact of Covid-19 and may need to issue an addendum.		
9.2	The annual letter to those charged with governance will arrive at the College imminently. This will include a number of additional questions including any significant changes to internal controls, the segregation of duties, disclosures and 'going concern'.		
Action	To circulate the letter to the Committee once received.	**Mrs Fair**	ASAP
9.3	Timelines for the conduct of the audit, as currently envisaged, will be broadly the same as last year, and key milestones confirmed between the College and EY. However, some flexibility may be advised by the SFC and the deadline may move for submission of financial statements so timing may have to be flexible.		
A.20.02.10	**OSCR Return**		
	(i) **Status of College's annual ASCR Return**		
10.1	Ms McInnes confirmed that the annual OSCR Return was submitted on 30 April 2020.		
A.20.02.11	**College Policies**		
	(i) **Update/Summary of College Policies**		
11.1	The Committee sought assurance on the status of College policies, and that the Policy Schedule is being maintained.		
Action	Update on status of College Policies to be circulated to the Committee asap.	**Derek Duncan**	ASAP
	(ii) **GDPR Status Update**		
11.2	GDPR Update report had been circulated and the Committee noted that this was a reassuring report.		
A.20.02.12	**Emerging Issues and Committee Workplan**		
	(i) **Auditor General's Report on Colleges**		
12.1	The Committee was advised by Mrs Scanlin that the Audit General's annual Report has been paused this year in light		

		ACTION	DATE
	of Covid-19. It is unlikely to be published and there will be no College overview expected.		
	(ii) **Committee focus and workplan arising from Covid-19 impacts**		
12.2	Committee was asked for views on any additional areas they should be focussing on, including impact of Covid-19 in other areas. The Management Team is performing a review of the impact of Covid-19 and it was suggested that an update arising from that be provided to the Board.		
Action	Update to Board following the SLT's review of the impact of Covid-19.	**SLT**	24-6-2020
	(iii) **Committee Annual Workplan to support TORs**		
12.3	Slight revision had been made to the Terms of Reference in relation to Efficiency Return, consistent with SFC's recommendation.		
Action	Draft TOR to be circulated to Committee for feedback prior to October Audit meeting. The alignment of the TORs and committee workplan could be discussed then.	**Cathie Committee**	Prior to October Audit Meeting
	(iv) **Compliance framework**		
A.20.02.13	**Annual Committee Evaluation**		
13.1	Links to online surveys of the Board and Committees had been circulated with several reminders having been sent to urge completion. Completion rate was disappointing.		
Action	Committee suggested setting a cut-off date in early June, such that Mrs Fair can complete a report for the Board	Mrs Fair	Immediate
Mrs Scanlin, Mr Archibald and Mr Inglis left the call at this point.			
RESERVED ITEMS			
A.20.02.14	**Draft Reserved Minutes from Audit Committee held on 18 February 2020**		
14.1	This item is reserved and the minute held on confidence.		
A.20.02.15	**Draft Reserved Matters arising from Audit Committee held on 18 February 2020**		
15.1	This item is reserved and the minute held on confidence.		
A.20.02.16	**Renewal of arrangements for internal Audit provision**		
16.1	This item is reserved and the minute held in confidence.		
A 20.01.17	**Date of Next Meeting – 6 October 2020**		

DRAFT

**BOARD OF MANAGEMENT
CHAIRS' COMMITTEE
Minutes of Meeting
held on Tuesday 7 April 2020
at 1000 hours by Skype**

Present:

Mr Peter Graham   (Chair)
Mr David Patterson
Mr Murray Easton
Dr Jessie McLeman
Mrs S Mustard

In Attendance: Mrs Nikki Yoxall
Mr D Duncan
Mrs Chris Newlands
Mrs Carolyn Thomson
Ms Shelly McInnes
Mrs Cathie Fair (Clerk)

		Action	Date
CH.20.01.01	**Resignations and Appointments**		
1.1	Resignations had been received from the following members since the last Committee meeting: Mr Ash Major Mr Sam Russell Mr David Dalziel Mrs Joan Johnston Mrs S Mustard had been appointed to the Committee		
CH.20.01.02	**Apologies for Absence**		
2.1	There were no apologies		
CH.20.01.03	**Any Additional Declarations of Interest including specific items on this meeting's agenda**		
3.1	There were no additional declarations of interest.		
CH.20.01.04	**Minutes of Chairs' Committee Meeting held on 24 March 2017**		
4.1	Minutes of the Chairs' Committee were accepted as an accurate account of discussions.		
CH.20.01.05	**Response to Coronavirus**		
5.1	Mr Duncan provided a COVID 19 Business Continuity update to the Committee including an event log providing an overview of activities since 24 January. The Committee expressed some concern about evidence of student disengagement. EMT reported some very positive feedback from HE students re online engagement. However, there was some concern over disengagement evident with some FE students. The Committee questioned what the plans were for supporting students after the Easter holidays. SLT assured the Committee that the Learning Development Workers,		

		Action	Date
	Guidance Team and Student Finance Team were all offering ongoing support. Part-time students are now being supported by the LDWs. SQA Guidance has now been received in relation to resulting students and the decision making is very much devolved to College. In summary the College will continue after Easter with an online approach.		
5.2	Health and Safety checks are taking place on College premises weekly including testing of water for Legionnaires. A plan needs to be developed for re-opening the College as and when that is possible. No travel bursaries are currently being issued and the College has been encouraged if at all possible to provide laptops to student who don't currently have them. Challenges include Gull control and egg removal.		
5.3	Mr Patterson assured the Committee that the connectivity between College Principals Groups has been very positive. Weekly meetings are taking place with Academic and Support Managers and we are very much in control.		
RESERVED ITEMS			
CH.20.01.06	**Reserved Minutes of Chairs' Committee Meeting held on 24 March 2017**		
6.1	This item is reserved and the minute is held in confidence.		
CH.20.01.07	**Reserved Matters Arising of Chairs' Committee Meeting held on 24 March 2017**		
7.1	This item is reserved and the minute is held in confidence.		
CH.20.01.08	**Staffing**		
8.1	This item is reserved and the minute is held in confidence.		
CH.20.01.09	**Any Other Business**		
9.1	This item is reserved and the minute is held in confidence**.**		
CH.20.01.10	**Date of Next Meeting**		
10.1	The date of the next meeting to be advised.		

Finance and General Purposes Committee
Draft Minutes of Meeting held on
Tuesday 10 March 2020 at 1.30pm in the Boardroom

Present:

Mr Murray Easton (Convenor)   Mrs Rosemary McCormack
Mr Peter Graham   Miss Carolyn Webster
Mr David Patterson

In Attendance:

Mrs Deborah Newton
Miss Shelly McInnes
Mr Derek Duncan
Mrs Cathie Fair (Clerk)
Mrs Kelly Strachan (Minutes)

Item		Action	Date
F.20.01.01	**(i) Resignations**		
1.1	There have been no resignations received.		
	(ii) Appointments		
1.2	Whilst there were no new appointments to the Committee, the Committee welcomed Shelly McInnes to her first meeting.		
F.20.01.02	**Apologies for Absence**		
2.1	Apologies were received from Mr Jim Knowles, Mr Nathan Sanderson, and Mr Joe Bodman.		
F.20.01.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	There were no additional declarations of interest.		
F.20.01.04	**Draft Minutes of Finance and General Purposes Committee Meeting held on 26 November 2019**		
4.1	The minutes were accepted as a true record and approved by the Committee: Proposed: Mr Peter Graham Seconded: Mrs Rosemary McCormack		
F.20.01.05	**Matters Arising/Actions Sheet from F&GP Meeting held on 26 November 2019**		
5.1	7.1 Q1 Management Accounts to be provided as required.		
F.20.01.06	**Emerging Issues**		
	(i) Proposed Closure of Outreach Centres at Buckie and Forres		
6.1	Mr Patterson gave an overview of the proposal and the possible savings to be made from the		

	closures. Courses are not generating enough footfall to warrant maintaining leases within these Centres. Concerns raised over a repeat of the bad press received when the Outreach Centre in Nairn closed. If proposal was to go ahead, staff would be reallocated within main the campus.		
	(ii) Arrangements for Committee Effectiveness Review for 2020		
6.2	Mrs Fair advised the Committee that an online survey has been constructed and will be circulated following the March meeting of the Board.		
	(iii) SIF Update		
6.3	Following award of SIF monies to the college in February 2018 UHI Court asked its F&GPC to review SIF spend to date. Moray submitted a brief explanation of spend delay and a nuanced change in the MGD-related SIF project being reviewed.		
	F&FPC were generally happy that the SIF money be used for Moray Growth Deal, but decreed that MGD money be payable to university as grant obligant and buildings and assets to be owned by university.		
	Mr Patterson has met with Mr Campbell to agree a more balanced proposal to ensure that Moray College retains local control of the building. UHI would own the building and underwrite the Project whilst leasing the building to the College at a peppercorn rent. Confirmation not yet confirmed from UHI F&GPC.		
	Heads of Terms may be postponed due to risk of Coronavirus.		
	Miss McInnes raised concerns over funding for the Project Manager - jointly funded by HIE and SIF funding but not yet received. Concerns raised over an impact on the future of the Moray Growth Deal. Further discussions intimated that the assistance of Board members could be utilised, with the experiences of certain members proving invaluable to assist with the project.		
	In response to other questions Mr Patterson advised that a new Health and Safety officer is being sought and interviews are to be conducted shortly. There are no current plans to seek to		

	employ a replacement Estates Manager at this time.		
Action	Board members to be utilised as appropriate to assist the Principal over the next month offering technical expertise	**Board members**	ASAP
Action	MGD to be on Agenda for 24 March Board meeting.	**CF**	24-3-2020
F.20.01.07	**Financial Forecast Return**		
7.1	This item is reserved and the Minute held in confidence.		
7.2	**(i) Managements Accounts to 31 January 2020**		
	This item is reserved and the Minute held in confidence. The committee discussed the various points raised in the report from Miss McInnes. These are also to be presented to the Board of Management at their next meeting on 24 March.		
ACTION	Update Board of Management on FE figures.	**DP**	
ACTION	Present the Financial Position to Board of Management.	**SM**	
F.20.01.08	**Managing Finance across UHI**		
8.1	Miss McInnes provided an overview of a paper from UHI F&GP proposing shared finance services. FERB have already been presented with this. Concerns raised that not all FDs on board with proposals. Moray College's position is generally supportive of proposal; however, business case has not been made.		
Action	M Easton to follow up with Moray position and circulate	**ME**	**ASAP**
F.20.01.09	**Estates Update**		
9.1	Mr Duncan provided overview of his report which highlighted some of the extremely challenging issues that the College has had to face in relation to maintaining its estate over the past few weeks in particular the main AGBC issues.		
ACTION	Redact suppliers' names from papers prior to publication.	**CF**	
F.20.01.10	**Policies due for review**		
10.1	Policies related to Finance are still currently under review and a work in progress.		
RESERVED ITEMS			
20.01.11	**Draft Reserved Minutes of Finance and General Purposes meeting held on 26 November 2019**		

11.1	This item is reserved and the minute held on confidence.		
F.20.01.12	**Reserved Matters Arising of Finance and General Purposes Committee meeting held on 26 November 2019**		
12.1	This item is reserved and the minute held in confidence.		
F.20.01.13	**Update on the 19/20 Budget and 4 Year Financial Plan**		
13.1	This item is reserved and the minute held in confidence.		
F.20.01.14	**Update on 20/21 Budget**		
14.1	This item is reserved and the minute held in confidence.		
F.20.01.15	**Risk Register**		
15.1	This item is reserved and the minute held in confidence.		
F.20.01.16	**Date of next meeting – 9 June 2020**		

Finance and General Purposes Committee
Draft Minutes of Special Meeting held on
Tuesday 21 April from 1530 by Skype

Present:

Murray Easton (Convenor)   Rosemary McCormack
Peter Graham   Carolyn Webster
David Patterson

In Attendance:

Deborah Newton
Shelly McInnes
Carolyn Thomson
Cathie Fair (Clerk)

Item		Action	Date
F.20.02.01	**(i) Resignations**		
1.1	There have been no resignations received.		
	(ii) Appointments		
1.2	There were no new appointments to the Committee in this period.		
F.20.02.02	**Apologies for Absence**		
2.1	Apologies were received from Mr Jim Knowles, Mr Nathan Sanderson, and Mr Joe Bodman.		
F.20.02.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	There were no additional declarations of interest.		
F.20.02.04	**Draft Minutes of Finance and General Purposes Committee Meeting held on 10 March 2020**		
4.1	The minutes were accepted as a true record and approved by the Committee: Proposed: Rosemary McCormack Seconded: Murray Easton		
F.20.02.05	**Matters Arising/Actions Sheet from F&GP Meeting held on 10 March 2020**		
5.1	All Actions were now confirmed as having been completed.		
RESERVED ITEMS			
20.02.06	**Draft Reserved Minutes of Finance and General Purposes meeting held on 10 March 2020**		

6.1	This item is reserved and the minute held in confidence		
F.20.02.07	**Reserved Matters Arising of Finance and General Purposes Committee meeting held on 10 March 2020**		
7.1	This item is reserved and the minute held in confidence.		
F.20.02.08	**Emerging Issues**		
8.1	This item is reserved and the minute held in confidence.		
F.20.02.09	**Updated FFR 2019-20**		
9.1	This item is reserved and the minute held in confidence.		
F.20.02.10	**Staffing Paper - Financials**		
10.1	This item is reserved and the minute held in confidence.		
F.20.02.11	**Date of next meeting – 9 June 2020**		

University of the Highlands and Islands
Moray College

Finance and General Purposes Committee
Draft Minutes of Meeting held on
Tuesday 9 June 2020 at 1330 by Skype

Present:

Murray Easton (Convenor)	Rosemary McCormack
Peter Graham	Caroline Webster
David Patterson	Nathan Sanderson

In Attendance:

Deborah Newton
Shelly McInnes
Derek Duncan
Cathie Fair (Clerk)

Item		Action	Date
F.20.03.01	**(i) Resignations**		
3.1	• Joe Bodman has resigned from the Committee with immediate effect. • Nathan Sanderson has reached the end of his tenure as HISA Rep with effect from 30 June 2020.		
	(ii) Appointments		
3.2	There have been no new appointments.		
F.20.03.02	**Apologies for Absence**		
3.1	Apologies were received from Jim Knowles,		
F.20.03.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	There were no additional declarations of interest.		
F.20.03.04	**Draft Minutes of Finance and General Purposes Committee Meeting held on 21 April 2020**		
4.1	The minutes were accepted as a true record and approved by the Committee: Proposed: Rosemary McCormack Seconded: Caroline Webster		
F.20.03.05	**Matters Arising/Actions Sheet from F&GP Meeting held on 21 April 2020.**		
5.1	There were no actions arising from the non reserved section of this meeting.		
F.20.03.06	**Quarter 3 Management Accounts**		
6.2	This item is reserved and the minute held in confidence.		
F.20.03.07	**Updated FFR 2019-20 - Cashflow**		

7.1	This item is reserved and the Minute held on confidence.		
F.20.03.08	**Draft Budget 2020-21**		
8.1	This item is reserved and the minute held in confidence.		
F.20.03.09	**Risk Register**		
9.1	The Risk Register, which was previously presented to the Audit Committee on 19 May was circulated for noting. Committee noted that the current format is very difficult to work with. Committee questioned some of the Risk areas including Coved related risks. MI is currently not fit for purpose to provide Audit Committee with the information they require. This has already been conveyed to Roger Sendall.		
F.20.03.10	**Aligned Finance Service**		
10.1	A paper was circulated on the proposed aligned Finance Service in UHI. A Project Board is now in place. Updated paper had been presented to UHI Court F&GP last week. ME had sent feedback although most of the issues raised had still not been addressed. Committee questioned the next steps but these were not currently known.		
Action	Shelly to keep Committee updated on development of the Project Board.	**SM**	As required
F.20.03.11	**Emerging Issues**		
11.1	**(i) UHI Court F&GP**		
Action	Murray to provide summarised update to Board on 23-6-2020	**ME**	23-6-2020
	(ii) Moray Growth Deal		
11.2	David provided an update on status of MGD. Operational Group has been established support EO in the building process at Lossiemouth. UHI to submit tender through APUC for project Manager of Construction Project. Caroline volunteered to be involved to ensure sector expertise. Pre-meeting takes place 10-6-2020 and implementation meeting next week.		
F.20.03.12	**Estates Update**		
12.1	Derek highlighted key points from the Estates update paper. Priorities from Capital and BLM funded projects will be made as outlined in the table. Damage caused by a grass cutting incident was discussed.		

12.2	Caroline noted contractors have starting to prepare for going back making ensuring CDM and Covid-19 Security measures in place. Announcement likely on 18 June and contractors likely to start back on 22 June.		
12.3	Status of the laundry fire insurance claim discussed which is nearing completion.		
RESERVED ITEMS			
F.20.03.13	**Draft Reserved Minutes of Special Finance and General Purposes meeting held on 21 April 2020**		
13.1	This item is reserved and the minute held on confidence.		
F.20.03.14	**Reserved Matters Arising of Special Finance and General Purposes Committee meeting held on 21 April 2020**		
14.1	This item is reserved and the minute held in confidence.		
F.20.03.15	**Date of next meeting – 8 September 2020**		

BOARD OF MANAGEMENT
LEARNING, TEACHING & QUALITY COMMITTEE
Minutes of Meeting
held on
Tuesday 20 May 2020
at 1000 by Skype

Present: David Patterson (Chair)
                  Nikki Yoxall   Rosemary McCormack
                  Anne Campbell   Alistair Fowlie
                  Tami Wilson   Michelle Smith
                  Kyle Gee   Jackie Andrews
                  Chris Newlands   Sam Bright
                  Lucy Huby   Heather Sharp
                  Seonaid Mustard   Derek Duncan
                  Malcolm Clark   Garry Rendall
                  Jodie Salmon   Toni McIlwraith
                  Steven Duff

In attendance: Mrs C Fair (Clerk)

		ACTION	DATE
LTQ.20.01.01	**Resignations and Appointments**		
1.1	Mr Patterson welcomed everyone to today's meeting, There was a resignation from Joan Johnston. Anne Campbell and Jodie Salmon were appointed to the Committee.		
LTQ.20.01.02	**Apologies for Absence**		
2.1	Apologies were received from: Joe Bodman Kelly McLaren Kelly Strachan		
LTQ.20.01.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	There were no additional declarations of interest received.		
LTQ.20.01.04	**Draft Minutes of LTQC meeting held on 12 November 2019**		
4.1	Subject to a minor amendment to agenda item 10.2 the minutes were approved as a true and accurate record of the meeting held on 11 June 2019: Proposed: Nikki Yoxall		

	Seconded: Seonaid Mustard		
LTQ.20.01.05	**Matters Arising from LTQC Meeting held on 12 November 2019**		
	The majority of actions were confirmed to have been completed or were on the Agenda		
LTQ.20.01.06	**Quality Cycle Update**		
	(i) Evaluation Report and Enhancement Plan C19		
6.1	Heather's report highlighted the fact that Education Scotland are expected to postpone submissions of Evaluative Reports and Enhancements plans (EREPs) due to be submitted in October. However, due to the complex challenges that have arisen in relation to Covid-19 a decision was taken to continue with an amended internal EREP process. The changes implemented were outlined in the report and College may be expected to submit something in January. Committee members questioned whether there is any leeway in completion by June if a report is not required until January. They also questioned whether there is any merit in reducing the number of questions. It was suggested that these discussions be held outwith this meeting.		
LTQ.20.01.07	**Learning and Teaching Review Update**		
7.1	Nikki's paper highlighted the fact that whilst Learning and Teaching Review has yet to be determined as the agreed process through union consultation, it is being offered to staff on a voluntary basis. Due to lower than predicted number of staff engaging in LTR, the amount of remission from class contact for LTR reviewers has been reduced so only the Learning Coach is undertaking LTR reviews and due to current lockdown this has been halted. The report highlighted a number of examples of good practice. Areas identified for development were linked to incorporation of technology to enhance learning and consolidation of learning and assessment for learning. A short testimonial video has been produced by a member of staff who has found the LTR process particularly beneficial.		
LTQ.20.01.08	**Learning Coach Update**		
8.1	The paper circulated provided an update on the impact of Jodie Salmon, the Learning Coach who was appointed in October 2019. This was a new role which was created to support evaluation, enhancement and teacher professional development and the role has had a		

	significant impact to date. Jodie was introduced to the Committee and invited to outline future work planned including: • Gaining ALPINE fellowship • Continuing the LTR process for teaching staff wishing to participate • Continuing collaboration with Learning Development Manager from IC • Development and delivery of CDP for teaching staff • Exploring funding options to enable innovative lecturers time for scholarly activity.		
LTQ.20.01.09	**Student Early Experience Survey**		
	(i) Update on SLWG to address issues highlighted around induction		
9.1	Nikki confirmed that the Short Life Working Group had worked on reviewing Induction and a new Induction Policy will require to come to the June LTQC. It was acknowledged that this will need to be further reviewed to incorporate news ways of working for when the College reopens after lockdown.		
Action	Induction Policy to come to June LTQC	**Nikki**	**June LTQC**
LTQ.20.01.10	**Student Satisfaction and Engagement Survey**		
10.1	The Student Satisfaction and Engagement Survey (SSES) was published on Monday 16 March 2020 and was open until Friday 24 April 2020. The target response rate was reduced from 60% to 30% and the College achieved 32% which was felt to be really positive given the circumstances. The survey provided student with an opportunity to provide feedback to the staff on the fantastic support they were able to offer their students during closure. Individual responses were fed back to staff which helped boost morale during testing times. Some of the positive feedback received from students had been included within the report. An overall satisfaction rate of 92% was an impressive result given the current circumstances although it was acknowledged that work needs to take place to support HISA in raising awareness.		
LTQ.20.01.11	**Update on Curriculum Strategy**		
	(i) FE Regional Portfolio Review Process		
11.1	Chris introduced the FE Curriculum Portfolio Review process which has been developed by members of the		

	SMCT. It is designed to enhance the skills planning undertaken by partners through the adoption of an agreed approach to local curriculum review. It supports the implementation of the UHIFE Curriculum Strategy which is still to be finalised.		
11.2	Curriculum gap analysis work has been parked for the time being.		
LTQ.20.01.12	**Regional Outcome Agreement Consultations**		
12.	The draft regional outcome agreement had been circulated for reference. David explained that this is developed in relation to government priorities as well as local and regional priorities. Normally there would be further consultation but SFC are not expecting any further work on the ROA and the current document will form the basis of funding for next year.		
LTQ.20.01.13	**Operation Plan – verbal update**		
	(i) Learning and Teaching/Curriculum Activities		
13.1	Nikki explained the Learning and Teaching Review forms a key part of the operational plan. We can now identify evidence base for good practice as well as areas for development. This will also inform the Staff Development Plan.		
LTQ.20.01.14	**RIKE Report**		
11.1

Action | A verbal update was provided by Nikki and Jackie. Moray is moving in the right direction having one member of staff with a REF submission – Dr Lindsay Blair. The Academic Partnership Team are currently working very hard actively looking for funding steams. Currently considering employing a Research Assistant in College and developing a Job Description for this. Malcolm Clark was able to provide examples of some of the work currently being undertaken. The Committee asked that acknowledgement and appreciation for the work of the Academic Partnership and Curriculum teams be minuted. J Andrews was asked to produce a report on research activity currently being undertaken by the Academic Partnership Team. | | |
| **LTQ.20.01.15** | **MORAGGA Report** | | |
| 15.1 | Nikki acknowledged the phenomenal work currently being undertaken by CHESS and CAPRI in terms of progressing students. Looking forward to STEM and UNITED next week. In terms of outcomes for students, we are currently demonstrating our place in the top 12 | | |

	Colleges in Scotland. Support from the LDW's was also acknowledged.		
LTQ.20.01.16	**Policies**		
	(i)	**Tertiary Learning Support Policy**		
	(ii)	**Promoting a Positive Learning Environment Policy**		
	(iii)	**UHI Student Carers' Policy**		
	(iv)	**Procedure for Registering and Resulting non-SQA Students**		
16.1	Derek explained the above Policies had been developed by practitioners within the Partnership working towards the Single Policy Environment Project through Steven Gregg.		
16.2	A question over how students with additional support needs are covered within the Tertiary Learning Support Policy and it was explained that this is covered by the PLSP Process.		
16.3	In relation to the Promoting a Positive Learning Environment – the Committee questioned what would happen if an incident was referred to the policy as it was felt that the procedure would need to be halted pending policy investigation.		
Action	Nikki to clarify this point	**Nikki**	**ASAP**
NOTE	**The Committee agreed to approve the above Policies subject to clarification on 16.3**		
LTQ.20.01.17	**CAMP Report**		
14.1	Mrs Newlands highlighted some of the key points from the CAMP Report.		
LTQ.20.01.18	**Emerging Issues**		
	(i)	**BOM Chair for LTQC**		
18.1	David explained that previously LTQC was a College Committee but since Nov 2018 had become a Board of Management Committee. As such it should be Chaired by a non-executive member of the Board.		
Action	To liaise with Peter, David and Cathie to identify Convenor for LTQC	**Peter David Cathie**	**June LTQ**
RESERVED ITEMS			
LTQ.20.01.19	**Draft Reserved Minutes of LTQ meeting held on 12-11-2019**		
19.1	This item is reserved and the Minute held in confidence.		
LTQ.20.01.20	**Date of Next Meeting**		
18.1	16 June 2020		

		Meeting closed at 1130		

BOARD OF MANAGEMENT
LEARNING, TEACHING & QUALITY COMMITTEE
Minutes of Meeting
held on
Tuesday 16 June 2020
at 1330 by Skype

Present: David Patterson (Chair)

Nikki Yoxall	Rosemary McCormack
Anne Campbell	Alistair Fowlie
Tami Wilson	Kyle Gee
Jackie Andrews	Chris Newlands
Sam Bright	Lucy Huby
Heather Sharp	Seonaid Mustard
Derek Duncan	Malcolm Clark
Garry Rendall	Jodie Salmon
Toni McIlwraith	

In attendance: Mrs C Fair (Clerk)
                             Kelly Strachan (Minutes)

		ACTION	DATE
LTQ.20.02.01	**Resignations and Appointments**		
1.1	Mr Patterson welcomed everyone to today's meeting, There was a resignation from Joe Bodman.		
LTQ.20.02.02	**Apologies for Absence**		
2.1	Apologies were received from: Joe Bodman Kelly McLaren Michelle Smith Steven Duff Jim MacKinnon		
LTQ.20.02.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	There were no additional declarations of interest received.		
LTQ.20.02.04	**Draft Minutes of LTQC meeting held on 20 May 2020**		
4.1	Subject to minor amendments the minutes were approved as a true and accurate record of the meeting held on 20 May 2020: Proposed: Rosemary McCormack Seconded: Seonaid Mustard		
LTQ.20.02.05	**Matters Arising from LTQC Meeting held on 20 May 2020**		

	The majority of actions were confirmed to have been completed or were on the Agenda. Action 9.1 – Induction Policy has been deferred to allow revisions surrounding Covid-19 closure.		
LTQ.20.02.06	**Quality Cycle Update**		
6.1	Heather Sharp gave verbal update explaining that Covid-19 resulting report and MORAGAA update later in meeting covers the Quality Cycle.		
LTQ.20.02.07	**Learning and Teaching Mentoring and Support 2020/21**		
7.1	Nikki and Jodie provided an overview of their paper detailing the need for an updated Mentoring and Support scheme. Lecturers hired over the last 3 years were surveyed and it was evident from the results that there is an inconsistent approach to induction particularly if they had not taught before. Some additional support is needed going forward. The rolling out of this scheme will be postponed to 20221-2022, to allow Jodie time to develop an improved Induction Process.		
LTQ.20.02.08	**Covid-19 – Resulting**		
8.1	Heather Sharp explained outline of the adjustments that have been made by awarding bodies in relation to resulting while in a state of lockdown, and the estimation process. The paper described the process on decision making which estimated grades based on students demonstrated and inferred attainment. For NQ qualifications, once estimate sent to SQA, they will review and either confirm of rank their own estimate according to each students' work. The academic teams have sufficient evidence to support appeals, should this be required. Results will still be provided to students on 4 August. CAPBs, MORAGAA, and quarterly meetings held as normal, and feedback so far positive. The Committee thanked Heather for a coherent and comprehensive paper.		
LTQ.20.02.09	**Update on Curriculum Strategy – verbal**		
9.1	Chris Newlands highlighted the effects that the lockdown has had on the current Curriculum strategy reviews. Work on curriculum gap analyses has been parked and diverted into course readiness. Focus has been on preparing for the new session and the varying ways that courses will have to be delivered. Moray College is in a favourable position in relation to this and Chris will share good practice with other Colleges.		

LTQ.20.02.10	**RIKE Report**		
10.1	A paper was presented by Jackie Andrews highlighting all research activity which has taken place over the past year including events, projects and further quality assurance activities. A Job Description is currently being prepared for a Research Assistant. The Committee were very impressed by the amount of research taking place but questioned how to publicise the research activity more effectively. There are plans to develop Academic Partnership area on the website over the Summer.		
LTQ.20.02.11	**MORAGGA Report - verbal**		
11.1	This item is reserved and the minute held in confidence.		
LTQ.20.02.12	**Policies**		
12.1	There were no policies to review at this meeting.		
LTQ.20.02.13	**CAMP Report**		
13.1	HE course reviews have taken place, and all courses have been rated as Green for the next session, bar some minor adjustments to more practical courses. All FE courses have been approved although some apprentice students have had to extend their attendance to complete practical elements, this will have a knock-on effect to those due to start within the new session, but it is thought that new apprenticeships will begin in January. Approvals and modifications were outlined within Chris' paper with many new and modified courses. This demonstrates how teams are constantly reviewing and adapting their courses.		
LTQ.20.02.14	**Emerging Issues**		
14.1	There were no emerging issues discussed however, this meeting is David Patterson's last as chair. He wished to thank all for their hard work and support through the assessment period.		
RESERVED ITEMS			
LTQ.20.02.15	**Draft Reserved Minutes of LTQ meeting held on 20 May 2020**		
15.1	This item is reserved and the Minute held in confidence.		
LTQ.20.02.16	**MORAGAA Report**		
16.1	This item is reserved and the minute held in confidence.		
LTQ.20.01.17	**Date of Next Meeting**		
17.1	10 November 2020		
	Meeting closed at 1450		

University of the
Highlands and Islands
Moray College

STAFF GOVERNANCE COMMITTEE
Minutes of Meeting held on
Tuesday 28 January 2020
At 1000 hours in the Boardroom

Present:

Mrs Seonaid Mustard (Convenor)
Miss Caroline Webster
Mr Paul Mitchell
Mr David Patterson
Mrs Rosemary McCormack
Mr Jeremie Fernandes

In Attendance:
Mrs Carolyn Thomson
Mrs Cathie Fair (Clerk)

Item		Action	Date
SG.20.01.01	**(i) Resignations**		
1.1	Mr Joe Bodman resigned with immediate effect.		
	(ii) Appointments		
	Mr Paul Mitchell was appointed to the Committee.		
SG.20.01.02	**Apologies for Absence**		
2.1	Apologies were received from Mrs Kelly Strachan		
SG.20.01.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	Caroline Webster declared an interest in Darroch and Allen who occasionally carry out work in College		
SG.20.01.04	**Draft Minutes of meeting held on 12 November 2019**		
4.1	The Minutes were accepted as an accurate account of the meeting. Proposed: Caroline Webster Seconded: Rosemary McCormack		
SG.20.01.05	**Matters Arising/Action Sheet from meeting held on 12 November 2019**		
5.1	Mrs Fair confirmed that all matters arising had been completed or were on the Agenda for discussion.		
SG.20.01.06	**Emerging Issues**		
6.1 **Action**	There were no emerging issues but Mrs Fair was requested to forward papers to Peter Graham and Murray Easton for Agenda Item SG.20.01.08 – Update on Issues raised by Staff (levels, 1, 2, 3) and Staff	**Mrs Fair**	**Immediate**

	Survey (Reserved) and SG.20.01.09 – Update on Staff Development Activities.		
SG.20.01.07	**HR Director's Report**		
7.1	The HR Director's Report included updates on the following issues: • National Bargaining update • Job Evaluation Project – still ongoing and potentially a massive cost challenge – expectations of support staff very high • JCC/JNC Updates from December meetings. Minutes to follow. • Learning and teaching review currently on hold. EIS willing to bring national officer to talk to the College. Concern over perceived lack of consultation over LTR. • KPI's – Staff Sickness Absence rate at 2.6% to end Nov 2019 and it was acknowledged this is low. Discussion took place on any patterns in reasons for absence such as mental health issues but Mrs Thomson assured Committee that reasons vary. • Updates on objectives of the Operational Plan were provided. • Moray College staff online induction process is being updated.		
SG.20.01.08	**Culture and Values**		
	i Update		
8.1	HR Director's Report outlined measures being taken to address the strategic aims in relation to culture and values.		
	ii Update on Issues raised by staff (Levels 1, 2 3) and Staff Survey		
8.2	This item is reserved and the minute held in confidence.		
SG.20.01.09	**Update on Staff Development Activities 2019-20 ***		
9.1	A report had been provided for the committee summarising all staff development activities to date for the current session. Included within the report was an Evaluation on the activities offered during the Staff Development Event on 6 January and the Committee were pleased to note the high levels of satisfaction evident from the report.		
SG.20.01.10	**Policies due for Review**		
10.1	The following procedures were included for the Committee's consideration, feedback and, if considered appropriate, ratification. • Long Service Award Procedure – reformatting to the agreed College format, introduction of a 15 year Recognition Award. • Overtime Working Procedure (Support Staff) – reformatting to the agreed College format		

	Noted – the Committee approved the above procedures.		
SG.20.01.11	**Health and Safety Update**		
	i Minutes of Health and Safety Committee 19 December 2019		
11.1	Mr Patterson highlighted some of the key issues which had been discussed including final agreement of the Health and Safety Policy, updated Terms of Reference of H&S Committee, Review of Membership of H&S Committee, final agreement to Health and Safety Monitors.		
	ii Minutes from Health and Safety Committee held on 16 January 2020		
11.2	Mr Patterson highlighted key point discussed including the use of SHE. Serious incidents in the period were discussed and Mr Duncan reported on the recent roof damage including the reasons for this and provided the Committee with an update on measures taken to secure the College.		
	iii Update on Health and Safety/Estates Responsibilities in 2020		
11.3	Mr Patterson advised the Committee that the Health and Safety Consultant will continue on a limited, Ad Hoc basis. Appointment of a Part time, Health, Safety and Wellbeing Officer had now been approved 3 days a week. Once appointed, health and safety training will be rolled out for all staff.		
	iv Report on how College covers CDM (Construction, Design and Maintenance) Element of Health and Safety requirements.		
11.4	At the request of the Committee Mr Duncan had been asked to report on how College covers CDM (Constructions, Design and Maintenance) element of H&S requirements. Mr Duncan's paper highlighted the College's approach to implementation of CDM in line with updated guidance. Example projects were outlined including roof repair work and boiler implementation. The College will continue to use the external building surveyors were specific expertise is required. Miss Webster was reassured by the report explaining to the Committee the background of CDM since 2015 and reasons for this legislation including the potential for criminal liability. She stressed the importance of keeping a comprehensive log detailing all previous work or maintenance carried out which should be made available to all contractors carrying out work in College.		
SG.20.01.12	**Date of Next Meeting – 12 May 2020**		
RESERVED ITEMS			
SG.20.01.08	**Culture and Values (Reserved Item) – Update on Issues raised by Staff (Levels 1, 2, 3) and Staff Survey**		

8.1	This item is reserved and the minute held in confidence		
SG.20.01.13	**Reserved Minutes of Meeting of SGC held on 12 November 2019.**		
13.1	This item is reserved and the minute held in confidence.		
SG.20.01.14	**Reserved Matters Arising/Action sheet from meeting held on 12 November 2019**		
14.1	This item is reserved and the minute held in confidence.		
	Meeting closed at 1200 hours		

University of the
Highlands and Islands
Moray College

STAFF GOVERNANCE COMMITTEE
Minutes of Meeting held on
Tuesday 12 May 2020
At 1000 hours by Skype

Present:

Mrs Seonaid Mustard (Convenor)
Miss Caroline Webster
Mr Paul Mitchell
Mr David Patterson
Mrs Rosemary McCormack
Mr Jeremie Fernandes

In Attendance:
Mrs Carolyn Thomson
Mrs Cathie Fair (Clerk)

Item		Action	Date
SG.20.02.01	**(i) Resignations**		
1.1	There were no resignations.		
	(ii) Appointments		
	There were no appointments.		
SG.20.02.02	**Apologies for Absence**		
2.1	Apologies were received from Mrs Kelly Strachan		
SG.20.02.03	**Any Additional Declarations of Interest including specific items on this Agenda**		
3.1	There were no additional declarations of interest.		
SG.20.02.04	**Draft Minutes of meeting held on 12 May 2020**		
4.1	Subject to a minor amendment, the Minutes were accepted as an accurate account of the meeting. Proposed: Rosemary McCormack Seconded: Caroline Webster		
SG.20.02.05	**Matters Arising/Action Sheet from meeting held on 12 May 2020**		
5.1	Matters arising had been completed.		
SG.20.02.06	**Emerging Issues**		
6.1	David advised the Committee that Keith Mitchell, Engineering Lecturer at Linkwood, had sadly passed away the previous week after a long illness. David noted the College's appreciation for Keith's contribution and commitment to the College and dedication to his students over the past years.		

Action	It was suggested that a letter be sent to Keith's family on behalf of the Board expressing their condolences. Cathie to liaise with Peter and Carolyn over this.	**Peter Carolyn Cathie**	Immediate
6.2 **Action**	The Committee were advised that the Equalities Annual return on Employment Data were due and were asked to ratify this information via e-mail once completed, which they agreed to.	**Committee**	**When available**
6.3	The issue of the Job Evaluation scheme was discussed in that there is a risk that expectations of staff may have been raised in relation to an increase in salary. Committee questioned whether the College would be able to afford this and was advised that the College, like other Colleges in the sector would be very unlikely to be in a position to support any substantial increase in salaries. It was noted that there was an amount of funding available for this from the SFC but that this had not yet been released to colleges. It was unknown whether this funding would cover the costs emerging from the project.		
SG.20.02.07	**HR Director's Report**		

7.1	The HR Director's Report included updates on the following issues:
	• National Bargaining update
	• JCC/JNC Updates – Minutes had been included as appendices to the main report:
	    o Joint JCC on 25 February 2020
	    o JNC Teaching on 17 December 2019
	    o Joint JNC covering Local Facilities Time arrangements, Local Recognition and Procedure Agreement, Coronavirus Job Retention Scheme
	    o It was noted that the tone of the most recent meeting on 28 April 2020 had been considerably more constructive
	• Organisation Culture KPI's –
	    o Staff Sickness Absence rate – target below 3.2% actual average to end of February is 2.7%.
	    o A few Job Evaluation Questionnaires remain outstanding although these will be completed shortly.
	• Details of the Job Retention Scheme were discussed and despite a slight glitch in the signing of letters of agreement, 87 staff had been identified to be placed on furlough for a period. The first claim was submitted to HMRC the previous day. These are mainly staff who, through no fault of their own, are		

	unable to work from home. This will be of considerable financial benefit to the College. • Updates on objectives of the Operational Plan were provided. • Grievances – there have been none since last meeting. • Moray College staff online induction has now been updated and moved to Brightspace • Workforce Planning and Development Strategy Articulation Paper • The Committee thanked Carolyn for her considerable efforts in producing such a detailed paper. • Covid19 Update – A detailed account of arrangements which have been put in place to support staff and students and it was noted that the staff have really pulled out all the stops to ensure students are being supported at this time. • The Committee questioned whether a policy had existed to support such emergencies and it was confirmed that a Business Continuity Plan had been in place and the Emergency Planning team meetings had taken control of the situation. It was noted that UHI staff were well placed to cope with remote working as many meetings and teaching already took place that way. The Committee were impressed by how well the College staff had adapted and it appeared to a large extent, it is business as usual in the College during this time.		
SG.20.02.08	**Culture and Values**		
	i Update		
8.1	Carolyn's Report outlined measures being taken to address the strategic aims in relation to culture and values. It was noted that the Covid-19 Pandemic is currently at the forefront with a wholescale move to remote working and furloughing of some staff. At the start of the pandemic the primary focus of SLT was to ensure staff and students were safe and to assist staff to move to remote working where this was possible. It was noted that staff are working exceptionally during this period which is evidenced through weekly feedback meeting and feedback from students.		
8.2	In relation to issues emerging from the last Staff Survey, the Committee are aware that a number of SLWGs were being set up to consider areas of Communication, Inconsistency, Workload and Decision Making. Each group was tasked with		

	providing 3 SMART objectives to support an improvement within each area and a deadline had been set to report back on this by the end of March. However, it has been agreed to extend the deadline to the 15 May. The Committee noted that meetings have continued to be held remotely which have been very constructive overall. Since working from home, The Committee were pleased to note that feedback from Unions has been very positive and working relations between Management and staff greatly improved.		
SG.20.02.09	**Update on Staff Development Activities 2019-20 ***		
9.1	Carolyn had provided report for the committee summarising all staff development activities to date for the current session. It was noted however that future plans have been thwarted to some extent and will very much depend on what the working arrangements will be once the College reopens. It was noted that Line Managers are currently in the process of conducting annual staff reviews and the information emerging from these will very much inform staff development plans going forward. UHI Single Policy group are currently looking at a common staff development policy however this is at an early stage.		
Action	It was suggested including British Sign Language in future staff development plans	**Carolyn**	**ASAP**
Action	Audit Committee have requested an Annual Staff Development Report for November meeting	**Carolyn**	**Nov Audit and SGC**
Action	Committee suggested running Health and Safety and Wellbeing sessions once the College reopens.	**Carolyn**	**ASAP**
SG.20.02.10	**Policies due for Review**		
10.1	The following procedures were included for the Committee's consideration, feedback and, if considered appropriate, ratification. • Rehabilitation Procedure • Employee Leaving Arrangements • Qualifying Period Procedure • The Parental Support Procedure		
	Noted – the Committee approved the above procedures subject to consideration by SLT as per the request detailed in the paper		
10.2 **Action**	The following procedure requires some additional discussion before completion and the Committee were requested to agree the review extensions: • Stress in the Workplace – Committee agreed to a one-year extension to the review date of this procedure. • Recruitment and Selection – to be approved by e-mail by early August 2020. Should this	 Carolyn	 August 2020

	not be achievable, Carolyn to advise Committee		
SG.20.02.11	**Health and Safety Update**		
	i **Minutes of Health and Safety Committee 7 May 2020**		
11.1	David highlighted some of the key issues which had been discussed at the Health and Safety meeting on 7 May 2020 including: • Appointment of Health and Safety Officer – an individual has been identified and they will be appointed prior to College reopening. They have been made aware of this. • Smoking Shelters – Once College reopens, it will not be possible to retain smoking shelters due to social distancing and it was agreed that college will trial a Smoke Free Campus for a 6-month period. The impact of this was discussed and Committee were overwhelmingly in favour of this move preferably on a permanent basis. • Update to health and Safety Manual – to be completed on appointment of Health and Safety Officer. • Health and Safety Incidents Report – unable to access the source documents • Incidents with Cladding and Logo had now been dealt with • Carolyn provided an overview of measures taken to support staff working from home. • It was noted that staff had been referred to the DSE self assessments • Committee questioned whether urgent work had been completed on roof and whether a maintenance plan has been developed. • Caroline Webster provided an update on currently situation with contractors who cannot work unless essential. CDM currently looking at adopting working practices of separation but this is very problematic.		
SG.20.02.12	**Date of Next Meeting – 10 November 2020**		
RESERVED ITEMS			
SG.20.02.13	**Reserved Minutes of Meeting of SGC held on 28 January 2020**		
13.1	This item is reserved and the minute held in confidence.		
SG.20.02.14	**Reserved Matters Arising/Action sheet from meeting held on 28 January 2020**		
14.1	This item is reserved and the minute held in confidence.		
	Meeting closed at 1145 hours		

Further Education Regional Board

12 February 2020, 13:00 to 16:00
EO1-EO2, 12b Ness Walk, Inverness IV3 5SQ (Dial in code:
79696@uhi.ac.uk)

Attendees

Board members

Michael Foxley (Chair), Garry Coutts, Niall McArthur, Crichton Lang, Diane Rawlinson, Lydia Rohmer, Nicholas Oakley, David Sandison, Linda Kirkland, Brian Crichton (Chair Perth College UHI), Chris O'Neil, Deryck Nutley, Andrew Campbell (Chair Argyll College UHI), Bruce Robertson, John Kemp, Sarah Burton (Chair Inverness College UHI), Blair Sandison, Jane Lewis, Iain Macmillan, Deryck Nutley, Duncan Ferguson, Andrew Bowie, Murray Easton, Roddy Scott (- in part), Neil Simco (- in part), Su Engstrand (- in part), Max Brown (- in part), Linda Stewart (- in part)

Meeting minutes

1. WELCOME & APOLOGIES

The Chair opened the meeting and noted the apologies from Fiona Mclean, Fiona Larg, Ian Minty, Beverly Clubley, Alan Simpson, Ash Morgan, Peter Graham, John Ferguson, and Stephen Sheridan.
The Chair welcomed Deryk Nutley and Duncan Ferguson, interim joint Chairs of the West Highland College UHI Board, to their first FERB meeting.

📄 FERB AGENDA - 12 February 2020.pdf

1.1. Declarations of Interest

There were no declarations of interest.

1.2. Notification of Any Other Competent Business

There were no notifications of any other competent business.

2. MINUTES OF PREVIOUS MEETINGS

2.1. Minute of the FERB meeting held on 7th November 2019

The Board **approved** FERB20-01 minutes of the previous meeting as an accurate record.

The Chair noted that lessons learned and resulting actions from the FERB effectiveness workshop will be carried forward to the proposed new regional strategic committee.

📄 FERB20-01 Minutes_Further Education Regional Board_071119.pdf

2.2. Matters Arising

The Board considered FERB20-02 matters arising and noted the majority items were complete or on the agenda. Item 7- the Tayside SIP etc to come to the next meeting as Stephen Sheridan SDS was not available to present it. Action: Clerk/SS

📄 FERB20-02 FERB Matters Arising 200204 .pdf

2.3. Review of Delegated Decisions

There were no delegated decisions reported.

3. CHAIRMAN'S REPORT

The Chair gave members his report and noted that he had been extensively involved in the governance and accountability working group's activities. He also reported he had been elected to the Chair of the Colleges Scotland Finance Committee The Chair then reported that further information and work would be necessary on the registration of lecturers within the partnership, and that D Rawlinson would lead on identifying the issues for partner colleges.(Action - DR and PC for next meeting)

4. GOVERNANCE, PLANNING & FUNDING MATTERS

4.1. Presentation – Energy Skills Partnership

The Chair noted that it was vital to maximise training opportunities across the network, and whilst he was pleased to see the number of partner colleges involved he would like to see this expanded. He was especially keen to ensure that training and employment as delivered locally, rather than relying on an external to the region workforce. There were opportunities in wind turbine technician training, marine and maritime and North of Scotland funding via SSE. Members noted that the partnership could learn much from ESP's model for working regionally and nationally, and also agreed that it would be beneficial to have further annual updates from ESP on their work.

4.2. Islands' Deal

The Chair welcomed Neil Simco, Vice-Principal Research and Impact, to the meeting. He presented to members an update paper FERB20-03 on the Islands' Deal. He noted that a UHI Islands Strategy would be published shortly. Members raised the opportunities for Island Studies in future curriculum development. Action - N Simco to present Islands Strategy when available.

📄 FERB20-03 Islands Deal.pdf

4.3. Innovation, Knowledge & College Innovation Fund

N Simco gave members update paper FERB20-04. He noted that UHI's knowledge exchange (KE) annual income was around £10m. Members queried how the return on KE investment was calculated and used. N Simco reported that measures of success included the extent to which funds were being used to leverage other income (CPD, consultancy etc), and that the HESA KE return held data on the impact of investment across the university partnership. Data on applications also goes to the university's Partnership and Programme Board, and N Simco was progressing peer review process work too.

Members noted the importance of horizon-scanning and understanding the competitive landscape, and how the university can position itself in the market and be innovative and disruptive. Members requested more information on how the partnership positions itself collectively in this regard.

Action: N Simco to produce an analysis on the regional and collective positioning of KE work, how FERB can assist with this process, and how lessons are learned from unsuccessful bids. Deadline – 12 August 2020.

Members then discussed the Muscatelli Report: Driving Innovation in Scotland – A National Mission (2019) and in particular the sectoral response and potential risks to the partnership emerging from the approach taken by the report, particularly around the hub and spoke model and the apparent focus on the central belt. Members heard that robust discussion was ongoing especially around the challenge to place-based opportunities and purposeful collaboration. Members noted that both Crichton Lang and N Simco had been actively engaged with the sectoral discussions and would remain involved.

📄 FERB20-04 KE update March 2020.pdf

4.4. Development of a common finance service

The Chair welcomed Max Brown, Programme Director, to the meeting. M Brown gave members an update (FERB20-05) on the development of a common finance service. N McArthur, Director of Corporate Resources, then provided members with feedback from the last Partnership Council meeting where the paper had been discussed. He reported that Partnership Council had some reservations about the proposal, and due to receiving the paper late some Council members reported that they had not had enough time to adequately process and respond to the proposals in full. He reported that Council members did note that it was a first step in a positive direction.

Some members reflected that the paper [FERB20-05] was a 'finance' paper, rather than a 'business' or 'strategic' paper and lacked a clear recommendation for a revised finance service model for the partnership, and what was needed was a clear strategic framework behind the proposal to demonstrate and analyse current duplication, alternative approaches, potential gains or efficiencies, and lessons learned from previous exercises. Some members also noted that there was no 'compelling' business case presented as the Board had explicitly requested.

Other Members expressed dissatisfaction with the pace of change in an area of obvious opportunity, relative simplicity and small scale, in a context of increasingly perilous financial sustainability, and despite a clear direction from the Board about its expectations, and requested further clarity on why progress had faltered.

Members were concerned that Finance Directors (FDs) were not appropriately empowered to discuss substantial change, and had reported feeling that they would have to check with their boards and principals or both, which may have slowed down progress. Some members expressed concerns that the FDPG were not the appropriate group to take this work forward, as well as concerns that many of the finance directors were new to the organisation and may not have the experience or full understanding of the historical or structural challenges.

Members requested that there was further clarity of messages from Board members to the FDs and Principals about empowerment and the Board's expectations about progress on this issue.

Action: The Board Chairs agreed to reiterate their commitment to seeking a new model for finance service delivery across the partnership to their respective Principals. Deadline – end February 2020

Members heard that Inverness College UHI and North Highland College UHI, due to a pressing requirement for a solution, had since begun work on a shared common finance service apparatus, with a focus on resilience and flexibility, which they hoped might be a test case or pilot for a larger model that could be used by more of the partnership.

Members reiterated their full support for transformational change as an imperative for future sustainability even where the changes required were radical or difficult. This included members' support for an aligned/ common/ shared finance service. Members therefore requested that:

Action: The Principal and Vice-Chancellor to ensure that a business case for an aligned/ common/ shared finance service for the partnership, including an options appraisal, (activity profile) analysis of potential gains and efficiencies, lessons learned from previous exercises, and a clear recommendation, be produced for FERB's discussion and for Court's approval. An indicative workplan should also be developed at this stage. This work should include FDPG and Partnership Council. FERB also asked the PVC to consider seconding 5-6 senior members of staff to work full-time on this project and implementation, and/or provide additional external support to ensure this is progressed. Action- N McArthur Deadline – Next FERB meeting [5 May 2020]

⤓ FERB20-05 Development of a common finance service.pdf

4.5. BREXIT Update

The Chair welcome Linda Stewart, Director of European and International Development, to the meeting. L Stewart gave members an update on Brexit impact, FERB20-06.

Members heard that structural funds, a major source of funding for UHI, was likely to be replaced by the UK Shared Prosperity Fund, and priority would be given to influencing this funds' direction. It was essential that the distribution mechanism for the H&I was based in the H&I as in earlier HIPP.

Consultation is ongoing on the Interreg programme, and focus is being given particularly to the cross-border programmes.

Members heard that there remain a number of major risks, some not yet fully quantifiable, to the partnership as a result of Brexit and that work was ongoing to communicate these risks to stakeholders, influence where possible the direction of replacement funding, and for scenario planning.

Action: To keep our MSPs and MPs regularly informed - Action - LS

⤓ FERB20-06 Brexit impact FERB update v2 200212.pdf

4.6. STEM Update

The Chair welcomed Sue Engstrand, Dean of the Faculty of Science, Health and Engineering, to the meeting. S Engstrand gave members an update on STEM, FERB20-07, and the changes since the last report to the Board.

Action: S Engstrand to provide a further STEM progress update, including case studies. Deadline: August 2020.

⤓ FERB20-07 FERB Feb 2020 STEM update.pdf

4.7. College Performance Indicators 2018/19

The Board considered FERB20-08 College Performance Indicators, and noted that in most measures the partnership performs much better than other college regions. There are, however, significant performance variations across partners. Members heard that regionally, collective working on enhancement planning and regional analysis of data to inform regional enhancement activity was underway.

Members noted the strong performance in many areas, and heard that the areas where the partnership had underperformed, such as in terms of care experienced students' student success, females studying STEM, were being considered by SMCT and Quality Forum with a view to further enhancement activity.

🗎 FERB20-08 College Performance Indicators 2018-19.pdf
🗎 FERB20-08a HI OA FE Trend data 14.15 to 18.19 (002).pdf

4.8. Shetland Merger Update

The Chair welcomed Jane Lewis, Principal of Shetland College UHI, to the meeting. J Lewis gave members an update FERB2-09 on the Shetland Merger. Members heard that the ministerial merger business case long delayed is currently the priority, with an aim to complete this by end of February for it to be considered by the Shadow Board in mid-March 2020. Progress had also been made on enhanced joint curriculum development, and an academic portfolio review was ongoing and gathering data.

🗎 FERB20-09 Shetland Merger Update.pdf

4.9. Regional FFR and Budget

The Board considered FERB20-10 Regional FFR Budget, and noted that since the paper had been produced Moray College UHI had also provided their information. N McArthur noted that he believed the Perth College UHI information was overstated (cumulative rather than annual savings seem to have been included).

Members heard that potential savings of £9.6m over the five years was indicated, including £6.3m of staff savings, or approximately 160 FTE staff or around 7% of the partnership workforce.

Members noted that there was still not enough information to fully understand the regional impact of the savings as it is not clear where each individual academic partner will be finding their savings, and so the impact of these savings on the partnership is not clear. Members requested that this work on understanding what each partner's actual cost saving implementation strategy was required urgently as a means to understand the regional impact but also to report back to external stakeholders the severity of the issue for the partnership.

Members requested that the Executive Office FFR be included in the future to ensure a full partnership picture is presented.

Members noted that the major benefits of a regional FFR was to inform better regional planning, but that the current iteration did not enable this fully as it lacked granularity about actual local plans and business implications.

Action: Initially look at the vertical real FFR for each college and then look at the 'horizontal' or regional impact and consequences of the reported FFR costs savings. This would align with the Finance Service Work and would optimise our future strategy.[Owner-N McArthurDeadline – Next FERB meeting [05 May 2020]

🗎 FERB20-10 Regional FFR-Budget 2019-20.pdf

4.10. RSB Self-evaluation Action Plan – Progress Report

The Board considered FERB20-11 Self-evaluation plan progress report. Members noted that the requested business case for curriculum development for FE being submitted to Partnership Council should include a statement on the benefits and the investment and capacity required to deliver it, rather than just a case based upon efficiency savings. Funding required to progress this - Action DR/LR

🗎 FERB20-11 Self-Evaluation action Plan Progress Report.pdf

5. AUDIT, RISK MANAGEMENT & REPORTING

5.1. Risk Management - FE Risk Register and UHI HLRR

The Board noted FERB20-12 Risk Register without further discussion.

🗎 FERB20-12 Risk Register.pdf

5.2. Academic Partners Financial Monitoring - AP Management

The Board noted FERB20-13 AP Financial Monitoring without further discussion.

🗎 FERB20-13 AP Financial Monitoring - AP management.pdf

5.2.1. Summary AP Final Accounts for 2018-19

The Board noted FERB-20-13a. One member asked what the common understanding was about the use of student support funds, and whether in particular colleges may use these funds for short term operational requirements.

📄 FERB20-13a Summary AP Final Accounts for 2018-19.pdf

5.3. Student Activity Monitoring

The Board considered FERB20-14 Student activity monitoring report, and noted that the situation had improved from previous reports with all partners now reporting they will make target.

📄 FERB20-14 Student Activity Monitoring Report1.pdf

5.4. In-year Redistribution of Student Support Funds

The Board noted FERB20-15 Redistribution of Student Support Funds where all our Colleges had been fully funded without further discussion.

📄 FERB20-15 In-year redistribution of student support funds.pdf

6. ANY OTHER BUSINESS

The Chair expressed his thanks to both the independent members and to Diane Rawlinson for their contributions.

The Chair closed the meeting at 16:50.

7. DATES OF FUTURE MEETINGS: 5th May 2020

University of the Highlands and Islands

University Court Meeting

18 March 2020, 14:00 to 16:30

EO1 Ness Walk Inverness and by Video Conference

Present

Garry Coutts (Chair)

Fiona McLean (Vice Chair) by telephone

Andy Rogers (Chair of FGPC) by telephone

Willie Printie (Chair of Audit) by telephone

Rosemary McCormack by VC

Anton Edwards (Rector) by VC

Andrea Robertson by VC

Natasha Morgan by VC

Gareth Davies by VC

Michael Foxley (Chair of FERB)

Alistair Dodds

David Sandison by VC

Poonam Malik by VC

Sarah Helps by telephone

Crichton Lang (Principal & Vice Chancellor)

Alan Simpson (HISA President) by VC

Brian Crichton by VC

Sara O'Hagan by VC

Lesley Cole by VC

Kirsty Macpherson by phone

In attendance: Fiona Larg (Chief Operating Officer & Secretary), Roger Sendall (Head of Governance & Records Management), Lydia Rohmer (Vice Principal Tertiary) By VC, Diane Rawlinson (Vice Principal Further Education).

1. * WELCOME AND APOLOGIES

The chair opened the meeting and welcomed the new members.

It was noted that a quorum was present.

Apologies were received from Linda Kirkland, Roddy Burns and Neil Simco.

1.2. Declarations of Interest

The Chair declared an interest in item 4.1.1.

The Vice Chair, Chair of Audit and Chair of FERB each declared an interest in item 4.1.2.

The interim Principal & Vice Chancellor declared an interest in item 4.2.

Dr Crichton Chair of Perth College UHI declared an interest in item 11 – Reserved business.

It was noted that these members would leave the meeting for these items.

1.3. Notification of Any Other Competent Business

None.

1.4. Starring

 Items 6.1 and 8.1 were starred for discussion.

2. MINUTES OF MEETINGS

2.1. Minute of meeting held on 27 November 2019

The minute of the meeting held on 27th November 2019 was reviewed and approved.

2.2. * Matters Arising

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

- **Review of Relationship with Incorporated Colleges –** The Chief Operating Officer and University Secretary advised that Audit Scotland were considering the position as regards whether or not dominant control existed over the incorporated colleges for the Scottish Government or for the University. It was noted that external audit advice would be commissioned to consider this issue and to opine whether or not the University needed to prepare consolidated accounts in future. It was noted that Ernst & Young LLP could not perform this work because of a potential conflict of interest as external auditors of the colleges appointed by Audit Scotland and as auditors of the University. It was noted that further discussions were progressing and that the Court would be provided with advice and any associated recommendations in due course.

2.3. * Delegated Decisions

None.

2.4. *Covid19 Response

The Principal & Vice Chancellor advised Court that the University Partnership had initiated its Partnership Business Continuity Plan on Friday 13th March to oversee and lead the University's

response to the current pandemic. An Emergency Management Team had been established with participation from all academic partners and this group was meeting daily at 9am.

The situation was extremely dynamic and the main focus of activity currently was on suspending face to face teaching and transferring FE and HE teaching activity to online delivery, closing facilities and setting up staff for home/remote working and managing consistent communications.

Noted that Court members would require to be kept advised of key development and impacts throughout the business continuity process.

2.5 Minutes from Committees of Court

The Chair invited the chairs of committees of Court to each provide a brief report in connection with the most recent meetings.

2.5.1 & 2.5.2 * Finance and General Purposes Committee

The Chair of FGPC reported on the meetings held on 16th January and 27th February. The following points were noted.

- Strategic Investment Funds – Three projects were currently being developed and progressed and considered for support via the SIF; the Moray Growth Deal, Aviation Academy aligned with the Tayside City Deal and the ORCA research project through Orkney College.
- FGPC endorsed the approach to develop a regional FFR and to seek to identify efficiencies and to implement changes with a view to addressing a £10M forecast deficit position over the next five years.
- FGPC had received a report and presentation from independent student residence expert advisors Cushman & Wakefield and had agreed that the University should seek to develop a new management model for operations in future with greater control and responsibility brought inhouse.
- FGPC endorsed a modified distribution model for the treatment of approximately £700k of unallocated RAM in 2019/20 as an exception to established methodology and for one year only. This would involve allocating one third to SIF projects, one third to increase the HE Unit of Resource and one third transferred to University reserves.

2.5.3 Audit Committee

The Chair of Audit highlighted the following key points from meetings held on 24th February and a special meeting on 11th March 2020. It was noted that discussion relation to the internal audit report into allegations raised about Perth College UHI with Audit Scotland would be discussed under reserved business at item 11.

- Audit Committee were concerned that a number of academic partners were under scoring common risks in the context of known issues and had requested that the Risk Review Group and Partnership Council consider risk reports and robustly challenge the scores provided.
- Audit Committee had considered a lessons learned report produced for the sector by the SFC following concerns over severance payments provided to the Principal of the University of Aberdeen. It was noted that the committee had recommended that the Remuneration Committee should review policies in this context.
- The committee was very pleased to note the achievement of cyber essentials plus accreditation.

2.5.4 FE Regional Board

The Chair of FERB highlighted the following points:

- The University partnership was consistently performing better in most measures than the other college regions.
- FERB had extensive discussions about the need and commitment to progress development of a common finance service, to progress a regional FFR and budgets and members of FERB were becoming increasingly concerned and frustrated at the lack of progress to implement required changes.

2.5.5 Academic Council Activity Report

Court noted the activity report in relation to discussion held on 11th December 2020.

Noted that the Principal was seeking to refresh the membership and operation of the Academic Council and that Court would receive a paper setting out proposals in June 2020.

2.5.6 Nominations Committee

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

3. CHAIR & PRINCIPAL'S COMMENTS

3.1. Quarterly Status Reports

Court discussed the informative reports provided for the previous quarter. The following points were noted:

- Court was disappointed to note that two academic partners had not provided reports this quarter.
- Court requested that partners provide information to articulate their key concerns and any issues as well as highlighting positive actions and activities so as to ensure that members were well sighted on all aspects of the business.
- Vice Principal Research and Impact to liaise directly with the Rector to discuss research and knowledge exchange activities.

3.2 University Assembly/Programme Board Activities

3.2.1 Recommendations to amend Committee remits and Memberships

Mr Kemp provided Court with a report in relation to recommendations made by the Programme Board's Governance and Accountability Working Group as set out within paper UC20-008. Court agreed to formally endorse the recommendations contained within the paper. The following points were noted and agreed:

- The main focus of the recommendations was to augment existing committees of Court through increased academic partner representation in terms of increasing membership of the committees through the addition of academic partner board chairs.
- Changes to existing committee remits and terms of reference were intended to better reflect the tertiary nature of the University's business.

- The Governance and Accountability Working Group considered that cultural and behavioural changes were necessary to improve information flows and communications between independent members of Court and college boards and that this would be best achieved through the increased involvement of college chairs in committees of court.
- Mr Kemp advised that a consultation process had been undertaken across the partnership on the draft recommendations and that this had identified a broad level of support for the proposals. An outline summary of the consultation responses received was included within the paper. Key points raised via the consultation process included: A few concerns about the timing of changes with some partners feeling that changes were being progressed too quickly, one partner (SMO) felt the proposals were incompatible with their own development aspirations and a number of respondents had highlighted a need for flexibility and an early review process to ensure that recommended changes were effective.
- It was noted that proposed changes to the Further Educational Regional Board may require SFC approval, however, the SFC had previously indicated that they were supportive of the proposal in principle to implement tertiary structures.
- Court noted that the changes would only improve partnership working if there was full engagement and participation with the academic partner chairs who were appointed to each committee. It was noted that the new proposals would require an additional time commitment and this may be overly onerous for some. It would therefore be important to keep this level of commitment and engagement under regular review.
- Court agreed to replace the FE Regional Board with a Regional Strategy Committee (RSC) effective from May 2020. Court noted that engagement with external bodies who had previously been members of FERB should be maintained through managed engagement and invited participation in relevant discussions.
- It was noted that the first meeting of the RSC would include consideration of three key pieces of work; an Economic Impact Assessment to inform development of the next regional strategic plan, a review of the University's Value Model and consideration of key data sets to inform decision making.
- Court agreed that the students' association should be entitled to nominate a student representative as a member of all committees of court.

4 COMMITTEES AND MEMBERSHIP

4.1 Nominations Committee Recommendations

4.1.1 Extension of Chair of Court Term of Office

Court considered paper UC20-009 providing a recommendation from the Nominations Committee to extend the Chair of Courts term of office for a period of twelve months in accordance with the provisions of the University's Articles of Association.

Court unanimously agreed to extend the Chairs term of office by one year in accordance with the rationale as set out within the paper.

4.1.2 Extension of Independent Members Terms of Office

Court discussed paper UC20-010 providing a recommendation from the Nominations Committee to extend the terms of office of three independent members of Court for a period of six months until 31st January 2021.

Court unanimously agreed to extend the terms of office of Mr Printie and Professor McClean for a period of six months and to extend the term of office of Dr Foxley for a period of twelve months until 31st July 2021.

4.1.3 Appointments to Committees of Court

Court considered the minutes of a meeting of the Nominations Committee held on 11th March 2020 (UC20-011) setting out recommendations for appointments to the following committees of Court: Nominations Committee, Audit Committee, Finance and General Purposes Committee, Remuneration Committee and Honorary Awards Committee.

Court accepted all the recommendations as presented.

4.2 Recruitment of new Principal & Vice Chancellor

Court noted paper UC20-012 providing an update on progress to appoint recruitment consultants to assist with the search for a new Principal & Vice Chancellor.

4.3 Appointment of Independent Members to Assigned Incorporated College Boards

Court homologated paper UC20-013 relating to the appointment of new independent members to the board of Lews Castle College UHI.

5 STRATEGY AND PLANNING

5.1 Critical Performance Indicators

Court noted paper UC20-014 providing a summary of the most up to date Critical and Key Performance Indicator data and RAG status.

6 GOVERNANCE AND RISK MANAGEMENT

6.1 Corporate Risk Register

Court considered the high level risk register and summary risk reports exported from the risk database on 9th March 2020 (UC20-015).

It was noted that all partners had been asked to update the agreed common risks in the context of the current Covid-19 pandemic.

6.2 Student Residences Update

Court noted paper UC20-016 comprising an update on progress to improve occupancy within the University's student residences.

6.3 Academic Partner Agreements

Court discussed paper UC20-017 setting out recent progress to develop and agree new academic partnership agreements. It was noted that the updated draft would be presented to Partnership Council on 1st April and it was hoped that the new agreements could be finalised before the end of the current academic year.

6.4 Updated Legal Advice: Court Accountability

Court noted the update briefing note and legal advice that had been prepared at the request of the Audit Committee.

7 FINANCE AND PERFORMANCE

7.1 Finance System Project Update

Court noted paper UC20-019.

7.2 AY2019/20 Quarter 2 Management Accounts

Court noted paper UC20-020.

7.3 AY2019/20 Quarter 2 Reforecast

Court approved the quarter 2 budget reforecast as recommended by the Finance and General Purposes Committee (UC20-021).

7.4 Academic Partner Financial Monitoring

Court noted paper UC20-022.

8 ACADEMIC BUSINESS

8.1 Provision for Care Experienced Students

Court discussed paper UC20-023 and requested that Court receive a presentation on this topic at a future meeting.

9 REPORTS, POLICIES AND CIRCULARS

9.1 Amended Health and Safety Policy

Court approved the updated and amended policy UC20-024.

10 DATE OF NEXT MEETING

17th June 2020

11 RESREVED BUSINESS

Please refer to part 2.

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

Board of Management Moray College

Committee Schedule of Meetings for 2020-2021

Week Commencing	Audit	Staff Governance	F & GP	LTQ	Board Development	Full Board	SLT
17/8/2020					19/8/2020		18/8/2020
24/8/2020					21/8/2019		
31/8/2020						1/9/2020	
7/9/2020			8/9/2020				15/9/2020
14/9/2020						10/9/2019 pm	
21/9/2020							
28/9/2020							
5/10/2020	6/10/2020						
12/10/2020							
19/10/2020							**20/10/2020**
26/10/2020						27/10/2020	
2/11/2020							
9/11/2020		10/11/2020 am		10/11/2020 pm			
16/11/2020							17/11/2020
23/11/2020	24/11/2020		24/11/2020				
30/11/2020							
7/12/2020							8/12/2020
14/12/2020						15/12/2020	
21/12/2020							
28/12/2020							
4/1/2021							

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

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

Dates for FE Regional Board Meeting and University Court Meetings

UNIVERSITY COURT		

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

Board of Management Work Plan for 2021-21

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

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

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

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

15/12/2020	Board Meeting pm	Agenda:	Chair	Statutory Accounts to be

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

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

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

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

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

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

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

Committee Plan - Audit Committee – 2019-20

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

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

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

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

Committee Plan – Staff Governance Committee – 2019-20

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

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

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

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

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

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

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

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

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

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

Moray College UHI
HISA Depute President Report
2019-20

Introduction

Kyle Gee

Depute President Education

Over the course of last year, it been strange. I am the kind of person who sits in the corner of the room not saying much when it comes to socializing. But having a role that put me in the centre of attention has been a big different to me.

My roles as Moray Education officer has brought out social skills I never know I had and ones that I need to work on and I realise that is the beautiful part of my job is that it is just as much self-reflection as it is reflecting on things about the college. You learn what works well and what does not work to make improvements

As I have been re-elected to represent the students of 2020/21, I am looking forward to starting my job again with new Class Representatives and hopefully some old ones. Change is a scary thing we never know what will happen will things be better than before, but we will never know unless we go for it.

I believe my time on the Class Representative system to improve it has been worth it. Holding back the selection period of when they pick who to the represent them, has improved the engagement of the Class Rep that is giving at the meeting due to students get the opportunity to pick someone who better suited then just the loudest speaker in class. And I am happy with that because that what I wanted to do when I first decided to run for this role was to improve the how the meeting was run and the level of engagement.

I normally leave the Class Rep meetings with an inspirational quote before we go to open floor feedback to make people think about their action and the things they have done and show even the smallest stuff they do can just be as powerful as their biggest and I would like to do it here too.

> **Sometimes the bravest and most important thing you can do is just show up.**
>
> — BRENE BROWN
>
> cupofcharisma.com

Nathan Sanderson

Depute President Activities and Welfare

I nominated myself for election over 2 years ago and became the youngest officer to be elected to HISA Moray a year later I became the first officer to run for 2 terms in moray. With the past two years have been an amazing experience and a new perspective on being a representative for the students. Coming in as a second-year officer gave me a new experience of how to be an effective officer. Among already having the respect and the confidence from the students, I also have the confidence in myself that I knew what to do and how to interact with the students.

In my role as Depute President Activities and Welfare over the last year my manifesto has been to do what the students ask and so I tackled two main issues and developed one project. On top of this I brought my experiences to help improve student representation at Linkwood campus and the class rep system.

The first major issue that was brought up was the smoking policy have a divide among the students as to the best solution. I ran meetings with different groups of students to come up with an educated position to stand from and did research to represent the students view most effectively.

The second major issue was the lady's hygiene products in the toilets having vandalism issues and the potential for them being removed due to the vandalisms with options being on the table I helped bring the options to the student and brought the student representation to the meeting and have helped keep them in the most accessible place.

With the current crisis ongoing in the world I help revive a project started in the past and helped launch an online platform for students to communicate online and socialise which has been made much more important due to the current situation.

These last 2 years have been an amazing experience and I would like to pass on my gratitude to the student, staff and board at Moray College UHI and HISA. I look forward to coming back to finish my study at Moray College UHI in the following year and pass on my best wishes to Hermione, the next HISA Moray Depute President Activities and Welfare.

Class Representative Meetings

HISA Moray's Depute President for Education, Kyle Gee has been organising Class Representative Meetings every month to both inform the Class Reps about opportunities and changes happening in at Moray College UHI (to then inform their fellow students) and also to gather critical student input about challenges students may be facing to their student experience. This has been supported by the HISA Moray Student Association Assistant, Joel Hockney, who has been taking minutes from each meeting. We have made improvements to the minute taking process, so Class Rep minutes should be going up to the Moray College UHI website at greater speed for all students and staff to view. You can access the most recent minutes at this link.

We have had a slightly smaller number of Class Reps this academic year, but there has been a much greater level of feedback and communication between Class Reps and HISA Moray, especially outside of Class Rep meetings. Much of success is due to staff encouraging students to represent their classes, which at HISA Moray we are very appreciative of.

It has been noticed that some key issues – such as the absence of a designated smoking shelter at the main campus – continue to be brought up repeatedly at Class Rep meetings, so we have created separate meetings with Class Rep and staff to discuss these types of issues which are continually brought up in Class Rep meetings. This is to ensure that other issues effecting the student experience are not missed at the meetings. We will be making an internal policy at the start of next academic year to allow Class Reps to vote on whether large or specific issues should be moved to separate meetings to discuss resolving them.

Following the national lockdown, we have experimented with different formats for Online Class Rep meetings, though have had mixed results so far. In the next academic year, we will be transferring all Class Rep meetings through to Brightspace, as Brightspace offers the opportunity to run Class Rep meetings in a virtual setting very similar to the how they have been running normally at the campus.

We would like to thank the increased engagement from staff this academic year who have attended and supported the Class Rep Meetings, as their attendance has meant that they have been able to answer Class Rep enquiries to a much greater level of detail than the HISA Moray team have been able to provide. In addition, thanks to the staff presence, some issues that Class Reps have brought up have been resolved far more quickly thanks to staff taking these issues on board.

2020 HISA Elections

HISA Elections took place from the 9th to 13th March 2020 for the three regional and sixteen local officer positions. During the run-up to the elections, HISA Moray had their first ever HISA elections hustings, which allowed HISA Moray candidates to quickly argue for why they should be elected – as well as the opportunity for students to ask direct questions to their candidates.

The regional officer team elected for 20/21 are:

- HISA President – Flo Jansen
- HISA Vice President Higher Education – Jack Shehata
- HISA Vice President Further Education – Natasha Morgan (Re-Elected)

Turnout at Moray College UHI for both the Depute President Activities and Welfare and Depute President Education saw a marginal increase in the numbers of students voting from last year as can be seen from the chart below:
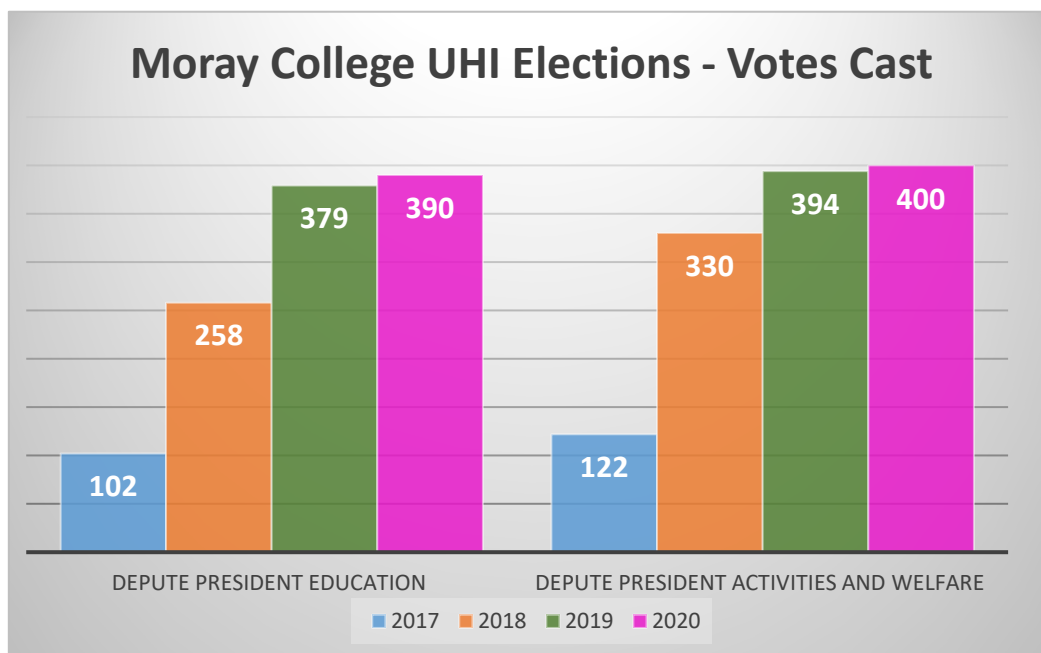
The Activities and Welfare post achieved a 10.27% turnout compared to 11% turnout last year, while the Education post achieved a 10.01% turnout, compared to the 10.16% turnout in 2019. The overall turnout at Moray College UHI was 10.14% (2019 was 10.8%), with now the highest turnout percentage among the three biggest colleges for two years.

2020 HISA Elections – HISA Moray Results

Moray College Depute President - Education				
Total **_Valid_** Vote	385	Places:	1	Quota: 192.5
Candidate	Stage 1	Stage 2	Stage 2 Total	Result
[419] Re-open Nominations (R.O.N.)	6	0	6	
[445] KYLE GEE	192	0	192	Elected @ Stage 1
[476] RHIANNON STRADLING	183	0	183	
[419] Re-open Nominations (R.O.N.)	6	0	6	

Moray College Depute President - Activities and Welfare				
Total **_Valid_** Vote	385	Places:	1	Quota: 192.5
Candidate	Stage 1	Stage 2	Stage 2 Total	Result
[418] Re-open Nominations (R.O.N.)	7	0	7	
[457] BEATRIZ PINTO	82	0	82	
[465] HERMIONE MORRIS	194	0	194	Elected @ Stage 1
[469] DYLAN REID	30	0	30	
[474] RHONA STIRLING	13	0	13	
[514] ANDREW WHYTE	59	0	59	
Non-Transferable Differences	0	0	0	

As can be seen from the results tables above Kyle Gee was re-elected as Depute President Education and Hermione Morris was elected as Depute President Activities and Welfare.

We would like to add that at this point, the global COVID-19 pandemic was becoming an obvious concern for student and staff wellbeing – so alongside the Moray College UHI, we took the necessary precautions to clean voting devices for students. There was a significant reduction in student numbers attending the physical campuses, so voting numbers will have been affected by this issue.

Considering the challenges faced by students, staff and HISA candiates across UHI and HISA due to safety concerns of the global pandemic that may have had a signifcant impact on voting numbers, we consider an increase in voting numbers a great success.

HISA CON

HISA-CON (previously known as Regional Council) was our biggest event at the end of January 2020.

Due to student feedback leading up to the event, a big focus of HISA-CON was on campus sustainability and general 'eco-friendliness', considering the ongoing climate change crisis. As such, HISA took a very active approach to reducing waste of the event, such as a total removal of plastic cups for refreshment and speakers from environmental groups. At the end of the event, students were even given trees by HISA to plant to help offset their carbon footprint of attending HISA-CON.

Students from all campuses across the UHI partnership came along to the event, for workshops, fun activities – though the primary focus of the event was for students to vote on policies – brought forward from UHI students – as to what HISA should act, focus or decide upon. This opportunity for students to come along and vote on policies which will affect the student life (and potentially the lives of students after they have finished their time at UHI) has never be done before at HISA.

The enthusiasm of students to have their voice heard meant that students voted unanimously to remove some elements of the HISA-CON timetable in favour of voting upon more policies that had been brought forward by students – even including starting the second day of voting one hour earlier than scheduled!

Most of the UHI partners provided student representatives – Moray College UHI was represented by a total of seven students (excluding the HISA officers); Rhiannon Stradling, Chyna Russell, Andrew Whyte, Emily Burns, Shavonne Connor, Leanne Rouse and Hermione Morris. Amongst all the academic partners, Moray College UHI was one of the most represented and the delegates all massively contributed to discussions throughout all three days of HISA-CON.

Just like last year's Regional Council, HISA-CON had the honour of attendance of MSPs and politicians from all of the main political parties, who attended the event to answer student's questions on a whole range of issues, such as Brexit, Climate Change and Student Finance, to name just a few topics that were brought up.
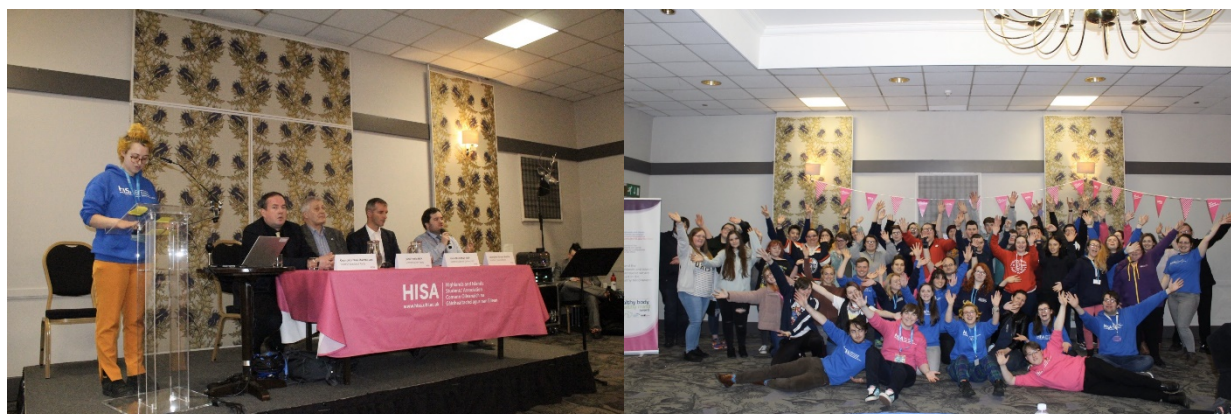
Freshers and Activities Fayre

With our stall at UHI Moray College's Freshers Fayre, we had a higher level of engagement with students than we have done in previous years and gathered a lot of feedback from new and returning students. Following from this success of the Freshers Fayre, HISA Moray had their first ever Activities Fayre.

The Activities Fayre was designed so that students could come along to see the current HISA Moray affiliated clubs and societies that are available for students to attend, along with the information to set up their own clubs and societies. As a result of the event, students who engaged with the event took the opportunity to come back to the HISA Moray office to affiliate with HISA to form their own clubs in the following weeks.

Linkwood Presence

After continued student feedback, HISA Moray has actively increased our presence at the Linkwood campus Many Linkwood students had informed us that it was simply not possible to attend the Class Rep Meetings at the main campus due to the distance between the campuses would effectively remove their lunch break – in addition to feeling that the majority of Main Campus issues did not affect them directly. So as a result of this, we added additional Class Rep Meetings purely for Linkwood students at the Linkwood campus.

We were delighted to see strong early presence of Class Reps at these Linkwood Class Rep Meetings and managed to gather significant and useful student feedback at many issues the students were facing.

However, we had a significant drop in Class Reps attending these Class Rep Meetings as the academic year progressed. After the college is reopened back to its normal capacity, we will be assessing what issues lead to a drop in Linkwood Class Rep engagement and what HISA Moray can do to maintain that level of engagement.

COVID-19 Lockdown

As a result of the global pandemic and following national lockdown, the student experience has been massively impacted. At HISA Moray – as well as across the whole of HISA – we have seen a substantial drop in student communication and student engagement. Despite this challenge, we have come up with new strategies and plans to reach out to students to gather the student voice.

At HISA Moray we have been taking the lead at HISA to provide online spaces for students to feedback their issues and provide online social spaces that are safe, accessible, and engaging.

Firstly, there has been the 'Cuppa and Chat' via Webex that runs on Wednesdays from 2:30pm to 3:30pm every Wednesday for students across UHI to have an opportunity to socialise with students across the UHI partnership, which has been hosted by HISA staff and seen great success.

The HISA Moray officers have also been providing an 'Open Office' Webex space that students are able to drop in and speak to the officers about any issues they may been facing with their student life.

HISA Moray has also created a 'HISA Online' server through a very commonly used student application known as 'Discord' for students to meet-up to socialise and play games at any time in and out of working hours. There has also been focused sessions from Mondays and Fridays from 5pm to 7pm that are hosted by HISA's Mental Health Coordinator, Joel Hockney, to provide a supportive, social environment for students that are unable to access HISA's or UHI's online social spaces within normal working hours.

HISA Moray Depute President Report 2019-20,
Compiled and Completed by Joel Hockney,
HISA Moray Student Association Assistant
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