

**Board of Management  
Minutes of Meeting held on  
Thursday 16<sup>th</sup> December 2021  
At 1330 hours by Teams**

**Present**

Peter Graham (Chair)	David Patterson
Jessie McLeman	Alistair Fowlie
Hugh Hamilton	Seonaid Mustard
Murray Easton	Caroline Webster
Dawn McKinstrey	

**In Attendance**

Derek Duncan	Elaine Sutherland (Clerk)
Shelly McInnes	Ellen Kingham (Minutes)
Carolyn Thomson (from 3pm)	

Item		Action	Date
<b>BM.21.06.01</b>	<b>(i) Resignations</b>		
1.1	It was noted that Rosemary McCormack's four-year term as teaching staff member had come to an end, following her withdrawal from the election process.		
1.2	Rosemary had thoroughly enjoyed her time on the Board and was sorry not to be able to thank her Board colleagues in person for their support. Seonaid commented on the valuable contribution made by Rosemary and Peter formally thanked Rosemary for her service to the Board. As the College's representative on the University Court, Rosemary had been instrumental in raising our profile at that level.		
	<b>(ii) Appointments</b>		
1.3	Following Rosemary's withdrawal from the election process, Alistair Fowlie was deemed to have been elected unopposed as the new academic staff member on the Board. The Chair welcomed Alistair to this first meeting and asked him to give a brief outline of where his skills lie.		
<b>BM.21.06.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from Anne Campbell, Stuart Cruickshank, Caelum Leese, Paul Mitchell, and Rhiannon Stradling.		
<b>BM.21.06.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no declarations of interest.		

<b>BM.21.05.04</b>	<b>Minutes of Previous Board meetings</b>		
	<b>(i) Draft Minutes of Board Meeting held on 28 October 2021</b>		
4.1	The minutes of the previous meeting held on 28 October were accepted as an accurate record. Proposed: Jessie McLeman Seconded: Hugh Hamilton		
<b>BM.21.06.05</b>	<b>Matters Arising from previous Board meetings</b>		
	<b>(i) Matters Arising from Board meeting held on 28 October 2021</b>		
5.1	The majority of matters arising were either complete or included on the agenda for discussion, apart from the undernoted:		
5.2	<u>1.3</u> Appointments: (a) It was noted that David's piece in the 17 December issue of the 'Northern Scot' will highlight the role of Board members and invite anyone interested in becoming a member to contact the Clerk for more information. It was agreed that a fresh recruitment campaign be instigated on the back of this article. In addition to contacting the local Chamber of Commerce and local firms in the financial field, it was agreed that the RAF's Air Officer Scotland should be approached to ask for a volunteer from the Lossiemouth base to join the Board.		
<b>Action</b>	Elaine to initiate a fresh recruitment campaign, as discussed, and Jessie to contact Grenville Johnston and Deborah Newton for suggestions of people who might put themselves forward as potential Board members.	<b>Elaine/ Jessie</b>	<b>ASAP</b>
5.3	<u>11.2</u> Audit Committee Minutes: It was noted that the SLT had considered a proposal to introduce a new template prepared by Dawn for high-level periodic risk reporting to the Board. SLT were concerned about duplication but agreed that the current risk reporting is not fit for purpose. They were still in discussion about the best way to deliver risk reporting.		
<b>Action</b>	Shelly agreed to take the issue of high-level risk reporting to the Board, as an action for the next SLT meeting and also the next Board meeting.	<b>Shelly</b>	<b>19-01-22</b>
5.4	<u>11.3</u> Audit Committee Minutes: It was noted that Jessie had raised the Board's concerns about the current UHI risk management system at a meeting of the UHI Audit Chairs' Committee, who shared their concerns and would look to take them forward.		
<b>Action</b>	Derek to resubmit the Board's composite requirements for risk reporting to the appropriate UHI officers.	<b>Derek</b>	<b>ASAP</b>
5.5	Discussion followed on the shortcomings of the current system; the possibility of developing our own risk reporting system based on Dawn's template; withdrawing from the UHI system; and how we might use the existing system to obtain a separate, higher-level report for Board purposes.		

<b>Action</b>	Peter agreed to raise the risk reporting issue with the Chair of Court, so that it can be tested at Court level how helpful others find the current risk reporting system.	<b>Peter</b>	<b>ASAP</b>
5.6	<u>14.3</u> HISA Update: It was noted that the timing of Board meetings is still an issue for the HISA Education Officer. Elaine had been advised that the student member's semester 2 timetable is unlikely to change, which meant she was only available on Monday afternoons and Wednesdays. HISA had also raised the possibility of holding meetings in the late afternoon.		
5.7	Peter was not inclined to move meetings because they had been in members' calendars for so long. The possibility of working with staff to tweak the student's timetable to ensure their attendance was discussed but it was noted that this would cause disruption to others. Members were in agreement that it was a struggle to see how best to accommodate the HISA member.		
5.8	Seonaid commented that students are not in charge of their own diaries and therefore cannot re-arrange their schedules like some other Board members can. Dawn commented that she usually takes annual leave to secure her attendance at Board meetings, but she appreciated that this was not an option for student members. She was keen for the Board to be as flexible as they can, so that attendance at meetings does not require students to miss valuable learning. Jessie suggested that students should be made aware of what they are taking on when they stand for election, in terms of the time commitment involved in Board membership. Changing Board meetings was one thing, but she was against changing the timing of the Audit Committee because it has external attendees.		
5.9	Jessie indicated that an action that had been deferred to this meeting relating to the presentation of a commercialisation/marketing plan, had been omitted from the matters arising. Shelly confirmed that this action was against her and that it was linked to the work being done on the Strategic Plan. It would come to the February Board meeting instead.		
<b>Action</b>	It was agreed to reinstate in the action sheet, the action against Shelly to provide an update to the commercialisation/marketing plan, and that it come to the February Board meeting.	<b>Shelly</b>	<b>24-02-22</b>
<b>BM.21.06.06</b>	<b>Principals Report (RESERVED)</b>		
	<b>(i) Context and Priorities Presentation</b>		
	<b>(ii) Strategic Planning Update</b>		
	<b>(iii) KPIs</b>		
	<b>(iv) Health and Safety update including incident report</b>		
	<b>(v) Update on recruitment of Deputy Principal post</b>		
6.1	This item is reserved, and the minute held in confidence.		
<b>BM.21.06.07</b>	<b>Curriculum and Learning Update</b>		

	<b>(i) Update on FE and HE Enrolment 2021-22</b>		
7.1	David spoke to a short update on student enrolment, which included details of four adjustments made by the SFC to the funding guidance to enable the college sector to move closer to its target delivery level. At a recent meeting with College Principals, Karen Watt, CEO of the SFC, indicated that the sector, as a whole, is expected to be over 10% below its credits target at the year end. At this stage, it was not clear the extent to which Moray could claim additional credits because HN students in Moray are not paid for through FE credits but through HE funding, and there is no similar flexibility for it. Also, we are already claiming at the limit of 18 credits per student instead of the 16 credits we were allowed to claim this year.		
7.2	The SCT were currently revisiting and revising the plans for Semester 2, including exploring the options for HN Funding and reviewing existing FE full-time programmes. If the flexibility on offer can be used as hoped, it could result in an additional 2,500 credits, which would take us close to our original target.		
7.3	HE enrolment numbers on the other hand, are expected to finish close to the budgeted target of 760 FTEs, although well below the target submitted to the UHI Partnership of 903. This should have little impact on the budget situation, unless we recruit more, which is unlikely. In response to a question from Murray regarding the 10% shortfall across Scotland, David explained that in Moray, the drop in enrolments was largely due to a move into employment, particularly in the Hospitality sector, and a move into HE after a 5% increase in university funding and the significant increase in the award of higher marks this year.		
<b>BM.21.06.08</b>	<b>Organisational Development</b>		
	<b>(i) Update on Staffing Matters (RESERVED)</b>		
8.1	This item is reserved, and the minute held in confidence.		
<b>BM.21.06.09</b>	<b>Learning and Teaching</b>		
	<b>(i) EREP 2021 Evaluation Review</b>		
	<b>(ii) EREP 2021 Enhancement Plan</b>		
9.1	The EREP papers had come to the Board from the LTQ Committee for noting. Jessie was concerned that some of the objectives for this year were not quantitative and therefore how will improvement be measured. David explained that in next year's EREP we will capture the success or otherwise of the actions identified, both qualitative and quantitative. In response to a further question, David indicated that there had been no specific feedback from the HMIE progress visit on the EREP report. The formal report of the visit was expected immediately after the Christmas break.		
	<b>(iii) Early Student Experience Survey (ESES)</b>		
9.2	This paper, which was a high-level summary of the ESES,		

	had come to the Board from the LTQ Committee for noting.		
9.3	Dawn noted that the paper did not refer to any actions to address the lower than desired satisfaction rates relating to knowledge of HISA officers and activities. She was concerned to understand how the Board will gain confidence that this will improve. David indicated that the Student Guidance Advisor and the Quality Manager meet weekly with the HISA deutes to try to support them and to give some visibility to the work they do with students. However, the scores for HISA have never been particularly high and it remains a concern. Hugh commented that the issue is not unique to Moray but that low scores for student associations are common across the sector. In this regard, the Clerk read out a statement from Rhiannon concerning the difficulties encountered by the HISA officers' in attempting to organise events in line with COVID-19 Government advice.		
<b>BM.21.06.10</b>	<b>Finance Update</b>		
	<b>(i) Q1 Management Accounts (RESERVED)</b>		
10.1	This item is reserved, and held in confidence		
	<b>(ii) FFR Commentary – Summary (RESERVED)</b>		
10.2	This item is reserved, and held in confidence		
	<b>(iii) Annual F &amp; GP Committee Report to the Board</b>		
10.3	The Annual Report by the Finance and General Purposes Committee to the Board, which had been prepared by Murray, was noted. The Chair thanked Murray for his report which was helpful in covering the issues at a high-level.		
<b>BM.21.06.11</b>	<b>Estates Update</b>		
	<b>(i) Estates Capital and Back Log Maintenance Spend Plan 2021-22</b>		
11.1	Derek explained that the circulated paper formalised a verbal update given to FGPC on the spend plan for 2021/22. The projects had been revised due to an updated estimate for the Birnie Wing roof repairs and a related requirement to replace windows above room B005. The other projects were in line with health and safety concerns and the previous SFC condition survey. An additional digital poverty grant had been received which enabled the purchase of 500 new laptops for students. Having noted that FGPC had supported it in principle, the Board APPROVED the spend plan for 2021-22.		
	<b>(ii) CCTV Policy</b>		
11.2	Members were invited to approve the CCTV Policy governing the operation of the new CCTV system, which was expected to go live in December 2021. The former CCTV system was decommissioned when the AGBC was built. The new system is designed to promote a safe campus to protect the wellbeing of staff, students and visitors and protect college property. As a public sector body, operating a large building, having CCTV in place is important and all steps have been taken to comply with the		

	relevant statutory guidance. A privacy impact assessment had been carried out to assess the risks and ensure the College follows best practice in terms of privacy and security standards. The policy has been sent out for consultation to JCC members and trade unions on the staff side, who have been asked to provide feedback.		
11.3	Dawn raised the question of individuals using their own recording devices in college pool vehicles. She suggested adding a statement to the CCTV policy to make it clear that in these cases, the footage was the individual's responsibility. Derek agreed that if anyone uses their own camera they are the Data Controller for it, not the College, and that he would add a statement to the policy to cover this. Thereafter, the policy was APPROVED subject to this minor amendment.		
Action	Derek to add a short statement to the CCTV policy to clarify that anyone using their own personal recording device in college vehicles is responsible for the data recorded.	<b>Derek</b>	<b>Immediate</b>
<b>BM.21.06.12</b>	<b>Complaints</b>		
	<b>(i) Complaints and Red Button Annual Statistics Review</b>		
12.1	The Board noted a paper providing a summary of annual complaints statistics and the UHI Red Button Annual Report 2020-21. Derek highlighted that response times had been extended for several complaints, which related largely to teaching areas. These had gone to HODs, at a time when they were already dealing with significant challenges posed by COVID and the cyber incident.		
<b>BM.21.06.13</b>	<b>Moray Growth Deal (RESERVED)</b>		
	<b>(i) Legal Advice on MGD Agreement</b>		
13.1	This item is reserved, and the minute held in confidence.		
<b>BM.21.06.14</b>	<b>Minutes from previous Committee Meetings</b>		
	<b>(i) Draft Minutes from Staff Governance Committee Meeting held on 18 November 2021</b>		
14.1	The draft minutes were circulated for information. Seonaid urged members to read the minute relating to the update on staff development activities 2021/22 (item 9) which noted how difficult it is for staff to prioritise training at this time.		
	<b>(ii) Draft Minutes from Learning, Teaching and Quality Committee Meeting held on 18 November 2021</b>		
14.2	The draft minutes were circulated for information.		
	<b>(iii) Draft Minutes from Audit Committee Meeting held on 25 November 2021</b>		
14.3	The draft minutes were circulated for information. Jessie highlighted that clean reports had been received on the student support fund, credits and EMA audits; the audit plan for the rest of this year has been agreed; and the risk relating to the College being 'not fit for purpose' sat at 5/5.		

14.4	It had been observed that other colleges had managed to secure money from the SFC to improve their estate, whereas we are higher up in the ranking but have not. It was questioned whether we could lobby local opinion-formers, including MPs/MSPs, to try to raise the profile of the issue. David confirmed that he had raised this issue with the new Chair of Court and the new Vice-Chancellor, and it was something for our medium to long-term planning.		
	<b>(iv) Draft Minutes from Finance and General Purposes Committee Meeting held on 25 November 2021</b>		
14.5	The draft minutes were circulated for information		
<b>BM.21.06.15</b>	<b>Draft Minutes of Regional Strategic Committee held on 4 November 2021</b>		
15.1	The draft minutes were circulated for information.		
<b>BM.21.06.16</b>	<b>Draft Minutes of University Court held on 24 November 2021</b>		
16.1	The draft minutes were circulated for information.		
<b>BM.21.06.17</b>	<b>HISA Update</b>		
17.1	There were no HISA representatives present to give an update.		
<b>BM.21.06.18</b>	<b>Emerging Issues</b>		
	<b>(i) Draft Partnership Agreement</b>		
18.1	Peter reported that the college had received a draft Partnership Agreement from UHI which fell short of expectations, in that it did not take a balanced approach to partnership working. The College was currently taking legal advice on it.		
<b>BM.21.06.19</b>	<b>Annual Health and Safety Report</b>		
	<b>(i) Annual Health and Safety Report and Policy Statement</b>		
19.1	The Annual Health and Safety Report for 2020-21 was noted.		
<b>BM.21.06.20</b>	<b>Date of Next Meeting</b>		
20.1	A special meeting of the Board is scheduled for 24 February to sign-off the annual accounts. The next ordinary meeting of the Board will be held on 24 March 2022.		
	<b>RESERVED ITEMS</b>		
<b>BM.21.06.21</b>	<b>Reserved Minutes of Previous Board Meetings</b>		
	<b>(i) Reserved Draft Minutes of Board Meeting held on 28 October 2021</b>		
21.1	This item is reserved, and the minute held in confidence.		
<b>BM.21.06.22</b>	<b>Reserved Matters Arising/Actions from previous Board Meetings</b>		
	<b>(ii) Reserved Matters Arising/Actions from Board Meeting held on 28 October 2021</b>		
22.1	This item is reserved, and the minute held in confidence.		
<b>BM.21.06.23</b>	<b>Reserved Minutes from previous Committee Meetings</b>		

	<b>(i) Draft Reserved Minutes from Learning, Teaching and Quality Committee Meeting held on 18 November 2021</b>		
23.1	This item is reserved, and the minute held in confidence.		
	<b>(ii) Draft Reserved Minutes Finance and General Purposes Committee Meeting held on 25 November 2021</b>		
23.2	This item is reserved, and the minute held in confidence.		
	<b>(iii) Draft Reserved Minutes from Audit Committee Meeting held on 25 November 2021</b>		
23.3	This item is reserved, and the minute held in confidence.		
	<i>The meeting closed at 16:34.</i>		