

**BOARD OF MANAGEMENT**

Board Meeting to be held
On 22 June 2021 at 1330 by Teams

Agenda Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
BM.21.03.01	(i) Resignations	Clerk	Noting
	(ii) Appointments		
BM.21.03.02	Apologies for Absence	Clerk	Noting
BM.21.03.03	Any Additional Declarations of Interest including specific items on this Agenda	Chair	Noting
BM.21.03.04	Minutes of previous Board meetings:	Chair	Decision
	(i) Draft Minutes of Board Meeting held on 24 March 2021*		
BM.21.03.05	Matters Arising from previous Board meetings:	Clerk	Noting
	(i) Matters Arising from Board Meeting held on 24 March 2021 *		
BM.21.03.06	Principal's Report – RESERVED*	D Patterson	Noting
	(i) Cyber Incident		
	(ii) Predicted student outcomes 20/21		
	(iii) Student applications for 21/22		
	(iv) Staff Survey and Plans for 21/22		
	(v) Voluntary Severance Scheme		
	(vi) Moray Growth Deal		
	(vii) Academic Partner Report to Court		
	(viii) Recruitment of Director of Curriculum and Learning Post		
	(ix) Health and Safety Incidents		
BM.21.03.08	Learning and Teaching Update	N Yoxall	Noting
BM.21.03.09	Curriculum Update	C Newlands	Noting
BM.21.03.10	Finance Update *	S McInnes	Noting
	(i) Q3 Management Accounts		

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	(ii) Proposed 21/22 Budget		
BM.21.03.11	Estates Update *	D Duncan	Noting
	(iii) Update on Backlog Maintenance and Capital Spend		
BM.21.03.12	Minutes from previous Committee Meetings		Noting
	(i) Draft Minutes from Audit Committee on 18 May 2021 *	J McLeman	
	(ii) Draft Minutes from Staff Governance Committee on 1 June 2021 *	S Mustard	
	(iii) Draft Minutes from Finance and General Purposes Committee on 8 June 2021*	M Easton	
	(iv) Draft Minutes from Remuneration Committee on 9 June 2021 *	M Easton	
	(v) Draft Minutes from Learning, Teaching and Quality Committee on 15 June 2021 *	A Campbell	
BM.21.03.13	Draft Minutes of Regional Strategic Committee 4 May 2021 *	P Graham	Noting
BM.21.03.15	UHI Update	D Patterson	Noting
	(i) UHI Strategic Plan		
	(ii) UHI Partnership Agreement		
BM.21.03.16	Update on Cyber Security Incident	D Duncan	Noting
BM.21.03.17	HISA Update	H Morris/K Gee	Noting
BM.21.03.18	Emerging Issues		
	(i) Board Recruitment plans		
	(ii) Draft Board Plan for 2021-22 *	Clerk	Approval
	(iii) Annual Board and Committee Evaluation 2020-21	Clerk	Noting
BM.21.03.19	Date of Next Meeting: 15 September 2021	Clerk	Noting
RESERVED ITEMS			
BM.21.03.20	Reserved Minutes of Previous Board Meetings.	Chair	Decision
	(i) Reserved Draft Minutes of Board Meeting 24 March 2021 *		

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BM.21.03.21	Reserved Matters Arising/Actions from previous Board meetings:	Clerk	Noting
	(i) Reserved Matters Arising/Actions from Board Meeting 24 March 2021 *		
BM.21.03.22	Reserved Minutes from previous Committee Meetings		
	(i) Draft Reserved Minutes from Audit Committee on 18 May 2021 *		
	(ii) Draft Reserved Minutes from Staff Governance Committee on 1 June 2021 *		
	(iii) Draft Reserved Minutes from Finance and General Purposes Committee on 8 June 2021*		
	(iv) Draft Reserved Minutes from Remuneration Committee on 9 June 2021 *		
	(v) Draft Reserved Minutes from Learning, Teaching and Quality Committee on 15 June 2021 *		

Draft Minutes of Board Meeting 24 March 2021

Agenda item: BM.21.03.04



BOARD OF MANAGEMENT
Draft Minutes of Board Meeting held on
Wednesday 24 March 2021
At 1330 hours by Teams

Present:

Peter Graham (Chair)	Rosemary McCormack
David Patterson	Caroline Webster
Murray Easton	Jessie McLeman
Dawn McKinstrey	Deborah Newton
Anne Campbell	Hermione Morris (HISA)
Hugh Hamilton	

In Attendance:

Carolyn Thomson	Chris Newlands
Shelly McInnes	Nikki Yoxall
Derek Duncan	Cathie Fair (Clerk)
El Melton (Minutes)	

Item		Action	Date
BM.21.02.01	(i) Resignations		
1.1	There were no resignations		
	(ii) Appointments		
1.2	There were no new appointments.		
BM.21.02.02	Apologies for Absence		
2.1	Apologies had been received from: Paul Mitchell Seonaid Mustard		
BM.21.02.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	No additional declarations of interest were noted.		
BM.21.02.04	Minutes of previous Board meetings		
	(i) Draft Minutes of Special Board Meeting held on 25 February 2021		
4.1	The Minutes were accepted as an accurate record of the meeting. Proposed: Jessie McLeman Seconded: Anne Campbell		
BM.21.02.05	Draft Matters Arising/Action sheet from Special meeting held on 25 February 2021		

Draft Minutes of Board Meeting 24 March 2021

Agenda item: BM.21.03.04

	5.1 and 5.2 were on the Agenda.		
5.1 Action	5.3 – Reminder on e-mail protocol remains open although Derek has now circulated a document on BYOD. Cathie to circulate to Board.	CF	Immediate
BM.21.02.06	Principal's Update - RESERVED		
6.1	This item is reserved and the minute held on confidence.		
BM.21.02.07	Strategic Planning		
7.1	The paper set out a route map towards development of our new strategic plan. The Board spent time debating various approaches to this with some members suggesting putting development on the back burner whilst others felt the College should be moving forward with the new strategy given that the College is seen as sector leading in terms of how they have responded to recent challenges. Research activity was highlighted as an area of future expansion.		
Action	To circulate the RIKE report from the last LTQC	CF	Immediate
7.2	David explained that College is planning a staff survey to capture some of the positive aspects of lessons learned going forward as well as our ambitions for the future.		
7.3	The Board sought clarification on the plan. David explained the document is designed to prompt discussion during the Board Development Day and should be seen as the first step in preparation for developing the new strategic plan.		
Action	Jessie to forward her comments to David	JMCL	Immediate
7.4 Action	In the meantime, the Board approved the 3 additional objectives be added to the existing plan to see us through the 'Emergency Years'.	DP	Immediate
BM.21.02.08	Learning and Teaching Update		
8.1	Data on student retention is almost one month out of date. At that point there was a slight reduction with overall retention sitting at 82% at the start of March. There are 5 full time programmes with problems. Attendance and engagement are very high and students appear to be responding positively to online learning.		
8.2	Apprentices are an area of concern and although they will not achieve this year, they will be able to roll over. Support from the Learning Coach and Brightspace Champion has been well utilised.		

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Agenda item: BM.21.03.04

8.3	HMle visited the College and attended LTQC in March. They were very impressed by our work especially in Skills for Life. The Board thanked the staff for their tremendous efforts and noted that to be described by HMle as sector leading is astonishing. Nikki noted that from the start of the year, The College planned as if we would not be in College in Semester 2 and staff took every opportunity to bring in students in Semester 1 and allow opportunities for assessment. This has not been the case with other Colleges in the sector.		
BM.21.02.09	Curriculum Update		
9.1	Chris updated the Board on the UHI Curriculum Review. The most recent paper was discussed at LTQC. This includes a shared view for UHI which is tertiary. There is no point in looking at the College Curriculum until we have sight of the UHI shared Curriculum. A Curriculum Oversight Panel (COP) is to be set up in UHI. They will review the data and make recommendations. It is worrying that we may lose control of our own curriculum.		
Action	Hermione was asked to check the HISA position on this and report back to the Board at the June meeting.	HM	June Meeting
9.2	The Board expressed real concern about this. Until we see implementation plans we won't know the impact. The Curriculum Review was discussed at Court and accepted to go forward to the next stage. This is part of the UHI blueprint and it is important not to underestimate how far UHI are pressing ahead.		
9.3	Moray was the only College in UHI to follow SFC guidance and reduce from 18 to 16 credits and as a result we will not achieve our targets this year. We currently plan to run 18 credits next year although SFC have again asked Colleges to reduce to 16 credits. This has led to uncertainty over planning. A regional decision is needed very quickly. This causes massive work for everyone with considerable staffing implications. The Board questioned whether an argument could be made to SFC that we have very few students who failed to complete their courses but it is unlikely to succeed in this argument.		
BM.21.02.10	Finance Update		
	(i) Q2 Management Accounts		

Draft Minutes of Board Meeting 24 March 2021

Agenda item: BM.21.03.04

10.1	College is now anticipating an underlying break-even position. This is due to furlough, and a reduction in operating and staffing costs. There has been very good progress in reaching a balanced budget. The College is also reporting positive cash flow. However, it is difficult to see the impact of reopening as this will be very dependent on the results of the planned survey on how we want to see College working practices going forward. Operating costs will inevitably increase so savings are not sustainable in the long term. The UHI Blueprint could mean it may not be just for us to determine.		
BM.21.02.11	Estates Update		
	(i) Update on Backlog Maintenance and Capital Spend		
11.1	Derek highlighted some of the major projects from his report including Phase 2 and 3 of the roof repairs. This represents £125K of work and as a result OJEC threshold has been exceeded. There is a significant challenge in spending the allocated funding. The Board questioned whether some of the funding could be liable for clawback and whether the money needs to be committed or spent.		
BM.21.02.12	Minutes from previous Committee meetings		
	(i) Draft Minutes from Joint Audit/F&GP Committee on 11 February 2021		
12.1	The minutes were for noting.		
	(ii) Draft Minutes from Audit Committee on 16 February 2021		
12.2.1	The minutes were for noting and Jessie drew attention to the discussion on Carbon Neutrality by 2045. This is a complex subject and requires significant expertise. College is likely to have to buy in expertise sooner rather than later.		
12.2.2	The paper on cyber security is to be circulated to the Board.	CF	Immediate
12.2.3	Jessie informed the Board there is a backlog of policies due for review. Derek will provide an update on the current status.	DD	June Board
	(iii) Draft Minutes from Finance and General Purposes Committee on 17 March 2021		
12.3	The minutes were for noting and it was stressed to the Board that these are very much in draft format.		
BM.21.02.13	Draft Minutes of Regional Strategic Committee on 10-02-21		

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Agenda item: BM.21.03.04

13.1	The minutes were for noting. The Board notes agenda item 4.2 and the potential additional funding. 4.3 Alignment of financial services has been parked meantime.		
BM.21.02.14	UHI Draft Partnership Agreement		
14.1	A template which related to Inverness College had been circulated. The document requires to be signed off by 31 March and Board members were asked to scrutinise the document. The Board expressed concern at the urgency to sign this document off as they had no prior sight of it. It was suggested that it may be necessary to convene a Special meeting to consider the document further.		
BM.21.02.15	UHI Update		
	(i) UHI Strategic Plan		
15.1 Action	The Board were asked to note the UHI Strategic Plan and forward any comments to Peter by 2 April 2021.	Board members	2-4-2021
	(ii) UHI Blueprint		
15.2	The UHI Blueprint includes a proposed £20M of savings a third of which is by Academic Partners, a third by EO. Shelly is on the RAM Review Group and is now on a short life working group to take this forward. Academic partners have managed to get into a break-even position. Significant Trade Union involvement is likely.		
	(iii) UHI Change Management		
14.3	An update on progress towards UHI Change Management was noted.		
BM.21.02.16	Update on Cyber Security Incident		
16.1	Derek updated the Board on the recent cyber security incident. A BCP log had been circulated for information. UHI are now in the recovery phase and the recovery process is very complex and time consuming. The College has been significantly impacted by the incident, although payroll, student bursaries and SITS are up and running. The Board questioned the motive for the incident but as this is an active policy investigation Derek was unable to confirm. There will be significant lessons learned from the incident and we will need to change elements of how we work in future.		
BM.21.02.17	HISA Update		
17.1	Hermione confirmed the results of the recent HISA elections. The UHI wide quizzes have been very successful. HISA are currently working on the Moray 50 th Anniversary celebrations and towards producing the HISA end of year report which will go to the June Board.		

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Action	Incoming HISA reps are to be invited to the Board meeting on 22 June 2021.	CF	Immediate
17.2 Action	It was suggested that the Board should look to get involved in the 50 th Anniversary Celebrations and this should be included on the Agenda for the June Board meeting.	CF	22-06-2021
BM.21.02.18	Emerging Issues		
	(i) Update to Audit Committee Terms of Reference		
18.1	The update to the Audit Committee Terms of reference were approved by the Board.		
	(ii) Draft Schedule of Committee meetings for 2021-22		
18.2.1 Action	The Board were asked to note the proposed dates for Board and Committee meetings in 2021-22 and get back to Cathie with any issues by 2 April 2021	Board	
18.2.2	Thereafter appointments to be forward to Board and Committee members for each meeting.	CF	ASAP
	(iii) Draft Externally Facilitated Board Effectiveness Review		
18.3.1	Scott McCready from Wylie & Bisset presented the Board Effectiveness Review to the Board. The overall conclusion provided a substantial level of assurance over the Board of Management Effectiveness at Moray College. In reaching this conclusion Wylie & Bisset identified 3 areas of good practice and 5 recommendations and actions. The most substantial of these was related to Board interaction with HISA going forward.		
18.3.2 Action	The Board responses to these actions need to be revised slightly and a meeting was agreed between Scott McCready, the Principal and Clerk to agree this	SMC/DP/CF	ASAP
Action	The Moray College Board Effectiveness Review should be forwarded to the RSB and SFC.	CF	
	(iv) Use of Acronyms in Board Reports		
18.4 Action	Seonaid had raised the use of Acronyms in Board Reports can sometimes be problematic and it was agreed that the writer should use the full terminology in the first instance within a report.	Board and SLT	
BM.21.02.19	Date of Next Meeting 22 June 2021		

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BM.21.02.20	AOB		
20.1	Rosemary wanted to bring attention to the fact that the recent cyber incident had meant her production of the Equalities Mainstreaming Report would be delayed as the original document was not currently available. The Report is due to be finalised by 30 April and EHRC have been approached with a view to request an extension. However, they have agreed that in the meantime, a holding statement should be published on the website.		
RESERVED ITEMS			
BM.21.02.21	Reserved Minutes of Previous Board Meetings		
	(i) Reserved Draft Minutes of Special Board Meeting 25 February 2021.		
8.1	This item is reserved and the minute held in confidence.		
BM.21.02.22	Reserved Matters Arising/Actions from previous Board meetings:		
	(i) Reserved Matters Arising/Actions from Special Board meeting on 25 February 2021		
9.1	This item is reserved and the Minute held in confidence.		
BM.21.02.23	Reserved Minutes from previous Committee Meetings		
	(i) Reserved Joint Audit/F&GP Committee on 11 February 2021		
23.1	This item is reserved and the Minutes held on confidence.		
	(ii) Reserved Audit Committee on 16 February 2021		
23.2	This item is reserved and the Minutes held in confidence.		
	(iii) Reserved Finance and General Purposes Committee on 17 March 2021		
10.1	This item is reserved and the Minute held in confidence.		
BM.21.02.24	Staffing Reductions		
11.1	This item is reserved and the Minute held in confidence.		

Matters Arising/Actions from Board Meeting on 24 March 2021
Agenda Item: BM.21.03.05

Item	Action	Action By	Date	Update/Status
BM.21.02.05	Draft Matters Arising/Action sheet from Special meeting held on 25 February 2021			
5.1	5.3 – Reminder on e-mail protocol remains open although Derek has now circulated a document on BYOD. Cathie to circulate to Board.	CF	Immediate	Completed
BM.21.02.07	Strategic Planning			
7.1	To circulate the RIKE report from the last LTQC	CF	Immediate	Completed
7.3	Jessie to forward her comments to David	JMCL	Immediate	Completed
7.4	In the meantime, the Board approved the 3 additional objectives be added to the existing plan to see us through the 'Emergency Years'.	DP	Immediate	Completed
BM.21.02.09	Curriculum Update			
9.1	Hermione was asked to check the HISA position on this and report back to the Board at the June meeting.	HM	June Meeting	
BM.21.02.12	Minutes from previous Committee meetings			
	(i) Draft Minutes from Audit Committee on 16 February 2021			
12.2.2	The paper on cyber security is to be circulated to the Board.	CF	Immediate	Completed
12.2.3	Jessie informed the Board there is a backlog of policies due for review. Derek will provide an update on the current status.	DD	June Board	
BM.21.02.15	UHI Update			
	(i) UHI Strategic Plan			
15.1	The Board were asked to note the UHI Strategic Plan and forward any comments to Peter by 2 April 2021.	Board members	2-4-2021	Completed
BM.21.02.17	HISA Update			
17.1	Incoming HISA reps are to be invited to the Board meeting on 22 June 2021.	CF	Immediate	Completed
17.2	It was suggested that the Board should look to get involved in the 50 th Anniversary Celebrations and this should be included on the Agenda for the June Board meeting.	CF	22-06-2021	

Matters Arising/Actions from Board Meeting on 24 March 2021
Agenda Item: BM.21.03.05

BM.21.02.18	Emerging Issues			
	(ii) Draft Schedule of Committee meetings for 2021-22			
18.2.1	The Board were asked to note the proposed dates for Board and Committee meetings in 2021-22 and get back to Cathie with any issues by 2 April 2021	Board	2-4-2021	Completed
18.2.2	Thereafter appointments to be forward to Board and Committee members for each meeting.	CF	ASAP	Completed
	(iii) Draft Externally Facilitated Board Effectiveness Review			
18.3.2	The Board responses to these actions need to be revised slightly and a meeting was agreed between Scott McCready, the Principal and Clerk to agree this.	SMC/DP/CF	ASAP	Completed
	(iv) Use of Acronyms in Board Reports			
18.4	Seonaid had raised the use of Acronyms in Board Reports can sometimes be problematic and it was agreed that the writer should use the full terminology in the first instance within a report.	Board and SLT		Ongoing

Committee:	Board of Management		
Subject/Issue:	Estates update		
Brief summary of the paper:	This is an updated version of a paper recently presented to the F&GP committee.		
Action requested/decision required:	For noting		
Status: <i>(please tick ✓)</i>	Reserved:		Non-reserved: ✓
Date paper prepared:	17 th June 2021		
Date of committee meeting:	22 nd June 2021		
Author:	Derek Duncan		
Link with strategy: Please highlight how the paper links to, or assists with: compliance. partnership services risk management strategic plan/enabler other activity (eg new opportunity) – please provide further information.	Risk Register ID Moray/8: College Estate not fit for purpose		
Equality and diversity implications:	YES – DDA compliance in terms of access to all parts of the building.		
Resource implications: <i>(If yes, please provide detail)</i>	Significant use of capital and backlog funding.		
Risk implications: <i>(If yes, please provide detail)</i>	Failure to have in place regular planned regular maintenance will lead to significant deterioration of the College estate and additional cost and risk to the safety of College staff, students and visitors.		

Estates Matters

Maintenance Contracts

With the relaxing of Covid-19 restrictions, maintenance work has increased on site and will continue throughout the summer.

Recent public tender exercises resulted in the successful renewal of the College's three key reactive maintenance contracts:

Contract	Awarded to
Building and Joinery Services	Darroch and Allan Ltd (existing provider)
Plumbing Services	McDonald and Munro Ltd (new provider for this service)
Electrical Services	McDonald and Munro Ltd (existing)
	Note: Lighting system design and supply of lighting is by Edmundson under a new national framework award.

The provision of Fixed Wire Testing was also awarded in April 2021 to Norwood, a new supplier to the College following a competitive PCS tendering exercise.

Issues of Note

Gull Management

The gull management contract commenced on 14th May 2021. The timing of the first visit was effective, with a total of 85 eggs removed in total from the Main Campus and Technology Centre. Since this first visit, the number of active nests at the main campus has reduced from 30 to just 6 and the general consensus within the Estates team is that there has been a noticeable reduction in gull activity over the past week.

A neighbouring property owner at the Technology Centre sought assistance with a specific gull issue and assurance has been provided. Egg removal will continue each fortnight until the end of the season.

Oil and Gas Assessment Centre (OGA) Heating System

The OGA heating system which dates from the 1980s failed a routine service inspection and as a result, the system has been decommissioned on safety grounds.

A contractor has been appointed to provide a design and detailed quotation for a replacement system based on a revised budgetary estimate of 35K.

A requirement to improve safety of the upper floor area has been identified and therefore, the project will involve installation of a safety rail and access walk-way to improve safety overall for service engineers.

Once procurement exercises are completed, it's anticipated that the work will be completed during the summer.

Technology Centre Gas Leak

On Monday 7th of June, a leak was detected from an external gas supply pipeline at the Technology Centre during planned maintenance to address corrosion. Work will commence w/b 29th June to

replace both supply pipes on the north side of the building and the work will include installation of a ventilated cover to prevent corrosion.

Covid-19 Controls

Covid-19 controls remain under continuous review and the College master risk assessment was re-issued on 31st May. Timetabled classes ended on 11th June, although some practical activity will continue in HBCT, Construction and Engineering to the 25th of June in order to make up for time lost due to lockdown.

Laundry Fire Claim

The laundry claim has been settled. After negotiation with the loss adjuster, the claim for external laundry services was extended to cover £9,165 of costs, effectively to October 2019 in recognition of the time to review health and safety related decisions. A final settlement statement is due.

Projects Update

Despite challenges with the pandemic and cyber incident, progress continues on Estates projects. The most significant development is the appointment of A&B Buchan Roofing of Alford for the roof phase 2 project (Pluscarden). The work commenced on 14th June and is scheduled to take 8 weeks. The Principal Designer for the project is Graham+Sibbald.

As previously indicated, a range of small projects are being considered to maximise spend. Details of all projects are covered in the table below:

2019-20 Projects	Planned Spend	Status
Roof repairs Phase 2 (Pluscarden)	(125,000)	Work is underway
G013 Lighting Replacement	(4,000)	Complete
Quadrangle Gutter Repairs	(7,279)	Complete
Victoria Art - Essential Repairs Only	(10,000)	Tender is out, closing date 21 st June.
Fire Risk Assessment Repairs – Surveyor.	(31,200)	Lead surveyor on site 17 th June. Further progress expected through the summer.
2020-21 Projects		
Safety Related Estates Work - High Priority		
Fire Risk Assessment Repairs - implementation.	(60,000)	No spend due to surveyor delays
Asbestos Removal - Phase 1 Principal Designer	(3,000)	Will be direct award to framework supplier.
Asbestos Removal Phase 1 by an assessed contractor	(30,000)	Will be direct award to framework supplier.
Remove scaffolding from Culbin Wing air conditioning unit and install new safety rail.	(5,194)	Contractor appointed and order raised.
Install new external ladder to enable safe AGBC Roof access	(7,500)	Not started
LRC Lift Safety Repairs	(9,948)	Complete
Safety Related Estates Work (Medium Priority)		
Flooring Repairs	(62,767)	Order raised.

Refectory Banister Repair	(2,859)	Contractor appointed and order raised.
Fire alarm upgrade	-	Not Started – will require full procurement exercise.
Safety Related Estates Work (Low Priority)		
Replacement Chairs (Technology Centre) and working from home support	(11,242)	Complete
Non-Safety Related - High Priority		
Roof repairs - Phase 3	(125,000)	Likely to be £150k-£160k. UK-level tender documentation is being developed in anticipation of funding being committed 21/22.
Culbin Wing boiler Options Appraisal	(11,000)	Delayed due to cyber incident – Surveyor now appointed from existing APUC Framework.
LRC202 Roof Repair	(3,856)	Complete
Non-Safety Related - Medium Priority		
Victoria Art – general repairs	(30,000)	Not started
Air conditioning system (S025 comms room replacement)	(5,000)	Complete
New CCTV	(25,000)	Procurement underway, installation planned for summer
Enclose main and HBCT reception areas	(8,943)	Not started
Other		
Lighting upgrade Grange/Science labs	(12,000)	No started
Emergency Lighting Repairs	(5,000)	Complete
Fire Door Replacements	(15,000)	Not started
Replacement Gas Heaters – Linkwood brickwork areas.	(11,409)	New requirement - Order raised
Replacement heater for Oil and Gas Assessment Heater – air pump solution and new external flue.	(20,000)	New requirement - Budgetary quote is £35K, plus additional costs for safety systems (£12K).
Replacement gas supply lines for the Technology Centre	(8,000)	New requirement - Response to gas leak at the Technology Centre.

BOARD OF MANAGEMENT
Audit Committee
Draft Minutes of Meeting
Held on
Tuesday 18th May 2021
At 13.30 by Teams

Present : J McLeman Convenor
D McKinstrey
K Gee

In attendance: S McInnes
Stephen Reid Ernst & Young – External Auditors
S McCready Wylie & Bisset LLP – Internal Auditors
D Duncan
E Melton Clerk

		ACTION	DATE
A.21.03.01	Resignations and Appointments		
1.1	There were no resignations or appointments		
A.21.03.02	Apologies for Absence		
2.1	Apologies for absence had been received from Cathie Fair.		
A.21.03.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest		
A.21.03.04	Draft Minutes of Joint Audit and Finance & General Purposes Committee meeting held on 11 February 2021		
4.1	The minutes were accepted as a true and accurate record and approved by the Committee: Proposed: D McKinstrey Seconded: K Gee		
A.21.03.05	Draft Minutes of Audit Committee meeting held on 16 February 2021		
5.1	The minutes were accepted as a true and accurate record and approved by the Committee: Proposed: D McKinstrey Seconded: K Gee		
A.21.03.06	Draft Matters Arising of meetings held on 11 and 16 February 2021		
6.1	11 February 2021 – Most actions were noted as complete, some were discussed on the agenda and a number were carried over, the status as set out in the list of actions arising.		
6.2	16 February 2021 -		
	It was agreed that item A.21.03.08 be discussed next due to S McReady possibly having to leave early.		
A.21.03.08	Internal Audit Reports		
8.1	(i) Board Effectiveness Review		

	The report had been accepted by the Board in March for submission to SFC. It was queried whether the submission had been made due to Mrs Fair's absence.		
ACTION	Convenor to follow up with the Principal to determine whether the report had been submitted to the SFC. If not, an addendum/ covering note might be needed to contextualise actions due imminently and unable to be progressed to illness;	Convenor	Immediate
ACTION	To add the actions arising from the Board Effectiveness Report to the Audit Register; and to determine status of action on support Staff recruitment to the Board.	S McInnes D Duncan	Immediate
	It was noted that a further discussion may be needed to set a plan going forward if Mrs Fair is not due to return to work in the near future.		
8.2	<p>(ii) Budgetary Controls</p> <p>S McReady presented the report, highlighting significant points throughout and explaining the layout.</p> <p>The report concluded that Moray College was awarded the highest outcome of 'strong' with good practice points noted. There were three 'low' grade recommendations and one observation. In terms of the sample size, Mr McReady commented that would have been extended if the responses had indicated.</p> <p>J McLeman advised that the updated Financial Regulations Procedure should be presented to the Finance & General Purposes Committee rather than Audit Committee.</p> <p>D McKinstrey had noted that the report states there had been 3 contributing factors to the shortfall, however, only the pandemic was mentioned. S McInnes explained that the reduction in student intake and lack of funding for national bargaining were the other 2.</p> <p>The committee accepted the recommendations as set out.</p>		
8.3	<p>(iii) Leadership of Learning & teaching by Promoted lecturers</p> <p>S McReady supported the report. The report provides a detailed background with a 'strong' level conclusion being reached, with 2 'low' grade recommendations..</p> <p>The recommendations were discussed and accepted.</p> <p>D McInstrey questioned, with N Yoxall leaving Moray College, whether recommendation 1 is at risk of not being completed?</p> <p>D Duncan explained that the recruitment process has started for a replacement although he did not believe that N Yoxall would leave the action incomplete.</p>		
8.4	(iv) Update on plan for 2020/21		

	<p>Audit of complaints handling arrangements; The proposal is to review complaints handling. S McInnes and S McReady had discussed and agreed the change from estates to complaints handling. S McReady explained the review will be look at all aspects, including staff, students and external providers; policies, procedures in place; actions taken including communications, recurring themes; and reporting.</p> <p>The red button process will also be looked at although D Duncan mentioned that this was managed via UHI.</p> <p>The Convenor asked if the audit could include arrangements for handling particularly sensitive matters and that was confirmed.</p> <p>The proposal was agreed.</p> <p>Mr McReady confirmed that the overall plan allowed for the closure of audit actions by WB.</p>		
ACTION	D Duncan to double check the proposed fieldwork dates of 19 July and confirm with S McReady.	D Duncan	
A.21.03.09	Review of Audit Register		
9.1	<p>S McInnes supported the paper provided advising there are no items to close of currently.</p> <p>There are 4 items that S McInnes suggests being rolled forward with revised dates, mainly due to the Covid-19 situation.</p> <p>Re the H&S action, J McLeman commented that it would be helpful to note on the register where curriculum areas are assessed for H&S as they are open up.</p> <p>It was noted that the UHI risk register action has a revised date of 31 December although this is not a confident date.</p> <p>J McLeman queried the proposed revised dates for the procurement actions, given the length of time these had been open. S McInnes explained that the procurement staff member had recently resigned, APUC will now provide a full-time member of staff based at Moray College, to be appointed. It was requested this action date be brought forward to 30 November 2021.</p>		
ACTION	S McInnes to adjust audit action completion dates as per discussion, and to add to the register the actions from all the above reports.	S McInnes	ASAP
A.21.03.07	Review of Risk Register		
7.1	<p>(i) Current Risk Register and Mitigating actions</p> <p>S McInnes directed members to the covering paper which highlights significant amendments to the register. Amendments have been made considering comments from the Board and Audit Committee. In summary, the overall level of risk is lower compared to the previous version reviewed by the Committee. There is better news around the financial situation with everything looking slightly better which is a definite positive and that had informed some of the changes.</p>		

	<p>D McKinstrey felt there had been more of a drive to reduce the 'red' risks and sought assurances that this had been done with confidence. Also, it would be good to see some more narrative on risks rather than just a covering paper.</p> <p>Risk on commercial income has been downgraded as funding was higher than anticipated, and the target for this year had been met, noting this is a snapshot in time.</p> <p>J McLeman queried the assessment of commercial risk, which combined furlough income/commercial activities, and would have more confidence on sight of the commercial plan, which has not been shared.</p>		
ACTION	Convenor to raise the matter of the Commercial Plan at the Board.	Convenor	June 2021
	<p>There was discussion about the structure of the risk register, as some risks seem effectively to be subsets of higher risks. D McKinstrey suggested that e.g. the top 10 risks be identified with related risks noted as in a parent-child relationship, although this would be a decision for SLT.</p> <p>J McLeman noted that the description of some risks felt a bit 'tired' and described past eventualities rather than being updated for the current context.</p> <p>S McInnes agreed she would be comfortable revisiting the risk register, and now is the right time to do so particularly in view of the work being done on the strategy.</p> <p>J McLeman noted that the Board Risk Workshop in the summer is still an open action and consideration will have to be given on how best to structure that to have an effective workshop.</p>		
ACTION	Discuss with SLT options for alternative approaches to the risk register, and, as part of the consideration, confer with Academic Partners regarding their practices.	S McInnes	Next Audit Committee meeting
7.2	<p>(ii) Follow up on Climate Change and achieving Carbon Neutrality</p> <p>There was discussion as to whether this item should be on the risk register, in view of the long-term planning implications in meeting the obligation.</p> <p>All agreed it should be.</p> <p>D Duncan added that there is now government funding being made available to undertake an audit.</p> <p>J McLeman advised this question had also been raised and discussed at the UHI Audit Chairs meeting.</p>		
ACTION	Climate change and achieving carbon neutrality to be added to the Risk Register.	S McInnes	ASAP
A.21.03.10	External Audit: Scope and Plan for Annual Audit for AY 2020/21		

10.1	<p>Mr Reid explained the process that the plan is usually presented to the committee before being submitted to Audit Scotland.</p> <p>This is EY's 5th year as external auditors, now extended to a 6th due to the pandemic. There will be two aspects to the audit namely the financial statements audit and the wider scope audit. The key financial statement risks are as in previous years, namely risk of fraud, and inherent risk related to valuation of property and assets, pension assets and liabilities. The wider scope audit will consider the financial position and arrangements for securing financial sustainability; and the suitability and effect of corporate governance arrangements. The wider scope risks relate to medium term financial planning. NB; the planning materiality of c2% of forecast expenditure for the year has been reinstated.</p> <p>There will a similar approach as in previous years with regards to reporting to the committee and areas for focus.</p> <p>Throughout the process, EY will consider the issues faced during the pandemic and any funding received.</p> <p>The timetable is yet to be finalised, and EY are also awaiting communication on any extension of deadlines.</p> <p>The finalised timetable will be agreed with management with a finalised plan reported. The committee will continue to plan on the usual approach of a joint meeting with the F&GP at the end of the year, for approval at the subsequent Board in December, noting that this may change.</p> <p>Due to the audit plan not being included in the Committee pack, it was requested that any further comments or questions should be communicated to S Reid via email, copy the Convenor.</p>		
ACTION	To keep the external audit timetable under review and to advise the Committee of the finalised audit plan.	S McInnes/S Reid	Next Audit Committee
ACTION	External Annual Audit Plan to be circulated to committee members, requesting any comments to be provided by 27 May 2021 cc J Mcleman.	E Melton	Immediate
A.21.03.11	OSCR Return: Status of College's 2021 Annual OSCR Return		
11.1	S McInnes confirmed this return has been completed and submitted to OSCR on time.		
A.21.03.12	National Fraud Initiative		
12.1	<p>(i) College Return for 2021</p> <p>(ii) Review of Committee Input</p> <p>A summary report on data matches found and results of analysis was provided to the committee. All were cleared with no suggestion of fraud identified.</p>		

	<p>D McKinstrey questioned whether individuals identified as being a match to returns at Companies House are compared to the declarations of interest held by the College, including previous matches.</p> <p>S McInnes confirmed that staff have to disclose external interests, and any paid employment has to be agreed by the principal, but the matches identified had not been compared to the declarations of interests.</p>		
ACTION	Update National Fraud Initiative process such that relevant matches will be cross referenced with the register of disclosed interests.	S McInnes	Update the process by next meeting
	<p>More generally, D McKinstrey queried if the activities and findings under the NFI exercise are reported to staff for their awareness, whether there a briefing beforehand with an update on completion. Following discussion, it was agreed that this be considered further, and the Committee advised of the outcome.</p>		
ACTION	Shelly to consider what staff communications, if any, might be appropriate to advise on activities undertaken under the NFI initiative.	S McInnes	Next meeting
	<p>Part A question 3 of the Appendix asks if the organisation has considered real time matching. J McLeman asked if the College had considered this approach.</p>		
ACTION	Shelly to consider the option of real time matching and follow up, and the implications for the College, report at next meeting.	S McInnes	7/10/2021
	<i>Scott McReady left meeting at 15.19pm</i>		
A.21.03.13	Cyber Security		
13.1	<p>(i) Framework for ongoing assurance to the committee</p> <p>D Duncan outlined that there has been considerable learning and discussions following the cyber incident. A high-level report is to be completed and circulated round Academic Partners. Clearance is being sought for circulation to Board members.</p> <p>The intention is for there to be a partnership approach to cyber security going forward. D Duncan will be Moray College's representative on the committee addressing cyber security.</p> <p>J McLeman also advised that a high level 'lessons learned' report had been discussed at the UHI Audit Chairs Committee, with the intention of providing such a report in June.</p> <p>There was discussion as to how the Audit Committee can gain assurance in relation to cyber security matters, such that the board of Moray College can be assured. The material circulated to the Committee in advance set out approaches to</p>		

	<p>an assurance framework, which seemed to provide a good standardised starting point. This could sit alongside/ align with a wider UHI framework. Members questioned how the board can gain assurances that Moray's responsibilities are adequately addressed alongside UHI's activities. A framework should indicate where roles and responsibilities lie within UHI and partners, such that matters can be identified and performance monitored and reported. It was noted this approach may need to be iterative.</p>		
ACTION	<p>Consider how an assurance framework can be developed for Moray College to align with a UHI framework, so that the Committee can monitor and to provide assurance to the Board. Proposals to be provided to the next meeting of the Committee.</p>	D Duncan	Next meeting
	<p>D Duncan provided the committee with a brief update on the cyber incident, currently in the phase of lessons learned although there are still ongoing issues with some systems still being affected.</p> <p>Data files are currently in the process of being migrated on to SharePoint to comply with the new records management policy. The framework being developed covers both technology and data.</p> <p>He explained the recovery process and ICT use going forward, although full assurances will be laid out within the framework.</p>		
ACTION	<p>John Maher to be invited to next meeting of Audit Committee</p>	D Duncan/E Melton	
A.21.03.14	College Policies		
14.1	<p>(i) Status of all College Policies, Plan for review</p> <p>Unfortunately, there is no access to policies due to the cyber incident. There is now a backlog of policies to be reviewed, due to policies being rescheduled and a new CCTV system being installed, which will also require an update to policies.</p> <p>As already actioned, D Duncan to present status and plan to next meeting of the Audit Committee.</p>		
ACTION	<p>Convenor to advise on current situation at next Board meeting.</p>	Convenor	June 2021
14.2	<p>(ii) Approval of amended fraud Policy</p> <p>The policy was unavailable, and the updated version will be circulated by S McInness on availability to the Committee for approval, as already actioned</p>		
A.21.03.15	Emerging Issues		
15.1	<p>(i) Feedback from UHI Audit Committee Chairs Meeting</p> <p>J McLeman provided an update on matters throughout the meeting including the cyber incident and climate change agenda items.</p>		

	<p>One further agenda item had been discussed, namely a reminder from EO of the requirement in the Financial Memorandum for Academic Partners to obtain annually an internal audit opinion, and for that to be reported to UHI/ SFC through the year end reporting process. The template for assurance reports from Audit Committees to Boards also called for Audit Committees to comment on the quality of internal audit work carried out.</p> <p>In the discussion, there was a query as to the take-up of value- added options offered by WB as part of the award of contract process. Shelly to follow up.</p>		
ACTION	Shelly to follow up on the take up of value-added options proposed by WB.	S McInnes	Next audit committee
15.2	(ii) Status of Committee Evaluation This is currently ongoing. Current status to be discussed with D Patterson.	S McInnes	
15.3	(iii) UHI wide considerations impacting Audit Committee work There is no specific update at the moment although it is thought that work on shared services will be moving forward.		
RESERVED ITEMS			
A.21.03.16	Draft Reserved Minutes of Joint Audit and Finance & General Purposes Committee meeting held on 11 February 2021		
16.1	This item is Reserved and the Minute held on Confidence.		
A.21.03.17	Draft Reserved Minutes of Audit Committee held on 16 February 2021		
17.1	This item is Reserved and the Minute held on Confidence.		
A.21.03.18	Draft Matters Arising of Audit Committee meetings held on 11 and 16 February 2021		
18.1	This item is Reserved and the Minute held on Confidence.		
A.21.03.19	Update on Cyber Incident		
19.1	This item is Reserved and the Minute held on Confidence.		
A.21.03.20	Date of New Meeting		
20.1	7 October 2021		
	<i>Meeting closed at 16.05pm</i>		



STAFF GOVERNANCE COMMITTEE
Minutes of Meeting held on
Tuesday 1 May 2021
At 1000 hours by Teams

Present:

Seonaid Mustard (Convenor)
David Patterson
Paul Mitchell
Hugh Hamilton
Rosemary McCormack
Caroline Webster

In Attendance:

Mrs Carolyn Thomson
Mrs Eleanor Melton (Minute Secretary)

Item		Action	Date
SG.21.02.01	(i) Resignations		
1.1	There have been no resignations.		
	(ii) Appointments		
	There have been no new appointments.		
SG.21.02.02	Apologies for Absence		
2.1	There were no apologies for absence.		
SG.21.02.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest.		
SG.21.02.04	Draft Minutes of meeting held on 26 January 2021		
4.1	The Minutes were accepted as an accurate account of the meeting. Proposed: Rosemary McCormack Seconded: Hugh Hamilton		
SG.21.02.05	Matters Arising/Action Sheet from meeting held on 26 January 2021		
5.1	Members were updated on the status of the actions taken from the previous meeting, 7.7 is ongoing. 1.10 and 8.1 are complete.		
SG.21.02.06	Emerging Issues		
6.1	Carolyn updated members on the imminent departure of Nikki and Chris. There has been a job advertised, Director of Curriculum and Learning. This followed the procurement of Aspen to aid in the recruitment process. The closing date for this post is 7 June. Once shortlisted, dates will be set for		

Agenda Item: SG.21.02.04

	<p>candidates' interviews. The process is hoping to be complete by the end of June.</p>		
<p>6.2</p>	<p>Carolyn provided a brief update on her experiences throughout the Cyber incident. We are now within the recovery phase, with most staff regaining access to files and software. However, there has been significant changes to the way we now gain access to these files and software which has raised its own challenges.</p> <p>Carolyn felt it was appropriate to highlight some of the additional challenges being felt by staff.</p> <p>Rosemary agreed with Carolyn regarding the challenges faced, adding that there is still no access to some important documents. The process has been frustrating for all staff, regardless of job role.</p> <p>David supported both Carolyn and Rosemary, adding that there is currently no access to the H drive.</p> <p>The ongoing impact on staff is significant. As an example, explaining the difference in producing reports for an individual, it is clear that the additional processes have increased his workload.</p> <p>David raised the concerns brought to his attention my MCs IT Team, there is a feeling that their jobs are being rewritten in front of them but without them as changes are being made centrally without consultation.</p> <p>Paul thanked Carolyn, Rosemary and David for their input, adding it is good to understand the broader context of what has/is happening.</p> <p>Is there an estimated ETA of when services should return to "normal"?</p> <p>This is not something that has been communicated as yet.</p> <p>Rosemary praised staff for the seamless continuity of Learning and Teaching regardless of issues faced.</p> <p>David agreed with Rosemary. However, he felt it necessary to highlight that this year's results may not be on a par with the previous year. This is due to both the Cyber incident and Covid. There are plans and funding in place to support those students who may have to continue into next year to complete their programme.</p> <p>Seonaid suggested speaking with Peter to discuss how the board can show the staff their awareness of the challenges faced.</p>		
<p>6.3</p>	<p>Carolyn made the committee aware of the recent Remote Working survey circulated to all staff. This had been carried out by ScotInform following procurement. The survey results have been circulated to all staff and board members.</p>		

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	<p>This has highlighted the feelings of staff over the past year and their preferences going forward.</p> <p>The platform had also been utilised to ask the staff for their contributions toward the strategic plan. It was felt there had been a positive and constructive response to this.</p> <p>Paul suggested that he would be really interested to hear any further thoughts on this.</p> <p>David added that both academic and support teams have been tasked with determining how their services or curriculum may be delivered over the next academic year. The results of this survey will inform this. There will then be some work to ensure that these plans work across college.</p>		
SG.21.02.07	HR Director's Report		
7.1	Carolyn supported the report, provided in the usual format.		
7.2	<p>Support Staff</p> <p>Job Evaluation is still ongoing. They are still currently within the second scoring phase. The next stage to begin will be the negotiation of the salary model. The 2020/21 pay claim has now been agreed and paid.</p>		
7.3	<p>JCC/JNC Update</p> <p>The minutes of both committees have been included and Carolyn provided any clarification required and topics being raised at upcoming meetings.</p>		
7.4	<p>Organisational Culture KPIs</p> <p>It was positively noted that the sickness absence rate is below target, currently at 2.51% with the national average being 3.2%.</p> <p>This KPI is continually monitored.</p>		
	<p>Seonaid raised a question on student conduct during online learning, have there been any challenges faced?</p> <p>Rosemary advised that within her own areas there had been no conduct issues raised and that staff have found the work has been very productive.</p>		
7.5	<p>Operational Plan – Organisational Culture Objectives</p> <p>It has been proposed that the VSS plan be ringfenced to the 8 remaining refectory staff who have not managed to be redeployed within the college.</p> <p>David explained a response is now being awaited from the SFC.</p> <p>An informal meeting with these members of staff is due to take place next week to update them on the current situation.</p> <p>Redeployment efforts will still continue.</p>		
SG.21.02.08	Culture and Values		

Agenda Item: SG.21.02.04

8.1	Objectives that have emerged from the staff survey short life working groups have been noted. Actions taken have been recorded and current status noted. It was agreed how interesting it is to see all the feedback from the staff survey being highlighted in concise actions and subsequently updated as complete.		
SG.21.02.09	Update on Staff Development Activities 2020-21 *		
9.1	Carolyn supported the paper provided by herself, highlighting key points within. Staff reviews are now well underway throughout the college teams, now is the time that staff development requests are submitted. Carolyn has previously updated members on the new iHasco training portal being rolled out for all Health and Safety training. Paul supported the roll out of the new training portal, adding he feels this is the perfect opportunity for it to be rolled out with everything being Health and Safety orientated just now.		
SG.21.02.10	HR Policies due for Review		
10.1	<p>i. Relocation Scheme</p> <p>Carolyn advised that this policy had recently been updated by the HR policy review group (HRPRG). There was a view that a relocation fee should not be offered. However, following discussion with SLT it was agreed that we should still offer this. The distance was increased from 50 to 75 miles. Hugh queried the amount offered as being low in comparison. Carolyn explained that it has been set at this amount for some time now although it was agreed as a reasonable contribution.</p>		
10.2	<p>ii. Attendance at Work</p> <p>Feedback received was that some staff were unsure of which policy to consult in some cases. The HRPRG had also raised a concern around the wording as it was felt to be on the negative side previously.</p>		
10.3	<p>iii. Professional Review and Development – Policy, Procedure and Guidance notes</p> <p>This policy has been reviewed several times to ensure it is correct and contains the set elements required. This policy covers both teaching and support staff. The general feeling is that the guidance is easy to follow to enable the user to complete the necessary forms.</p>		

Agenda Item: SG.21.02.04

SG.21.02.11	Health and Safety Update		
	i. Minutes of Health and Safety Committee held on 21 April 2021		
11.1	The minutes of the Health and Safety Committee were provided. David highlighted key points and any issues that had been raised.		
SG.21.02.12	Date of Next Meeting		
12.1	11 November 2021 - The date of the next meeting was raised as being 11 November, it was agreed that a break would be held to enable members to partake in the silence. It was then noted that both David and Carolyn would not be able to attend on that day.		
ACTION	It was agreed that an alternative date should be sought.	EM	
RESERVED ITEMS			
SG.21.02.13	Draft Reserved Minutes of Staff Governance 26 January 2021		
13.1	This item is reserved and the minute held in confidence.		
	<i>Meeting closed at 12.00pm</i>		



**Finance and General Purposes Committee
Minutes of Meeting held on
Tuesday 8 June 2021
At 1330 hours by Teams**

Present:

Murray Easton (Convener)
David Patterson
Rosemary McCormack
Caroline Webster
Peter Graham

In Attendance:

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

Item		Action	Date
FGP.21.02.01	i. Resignations		
1.1	Cathie informed members of the resignation of Hermione Morris (HISA).		
	ii. Appointments		
	There have been no new appointments.		
FGP.21.02.02	Apologies for Absence		
2.1	There were no apologies for absence.		
FGP.21.02.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest.		
FGP.21.02.04	Draft Minutes of meeting held on 17 March 2021		
4.1	The Minutes were accepted as an accurate account of the meeting. Proposed: Peter Graham Seconded: Caroline Webster		
FGP.21.02.05	Matters Arising/Action Sheet from meeting held on 17 March 2021		
5.1	All actions were recorded as complete.		
FGP.21.02.06	Emerging Issues		
	i. Moray Growth Deal		
6.1	David will be providing a more comprehensive presentation at the full board meeting on 22 June. He did however provide a brief update on the current situation.		

Agenda Item: FGP.21.02.01

	<p>David explained that the original aim was to be signed off by the date of election. Currently aiming for an end of summer sign off.</p> <p>David briefly went through the status of the outline business cases including budgets, site proposals and issues faced.</p> <p>The Committee noted that the Board has expertise which could be invaluable to the Project Board.</p>		
Action	CW and DP to have update separately.	CW/DP	As required.
	ii. Court Finance and General Purposes Update		
6.2	This item is reserved and the minute held in confidence.		
	iii. Cyber Incident Update		
6.3	<p>Derek provided the committee with an update on the incident that had occurred on 5 March 2021.</p> <p>Almost all core services have now been restored although printing and VC suites are currently out of use and all local servers are offline.</p> <p>All staff laptops are in the process of being reimaged.</p> <p>Derek explained the loss of all Celcat timetabling information but reassured members that staff are confident there is enough manual information available for audit and FES purposes.</p> <p>Unfortunately, because of additional security measures that have been put in place, a lot of work processes are now substantially slower with tasks taking quite a bit longer. Staff, both academic and support are struggling with this daily. LIS have been made aware.</p> <p>The IT Team within Moray College have expressed concern at the number of localised systems now being centralised.</p> <p>Derek praised the teams within the college for having put in a significant amount of effort to ensure seamless continuity.</p> <p>Peter also expressed gratitude to all staff for the way the incident has been handled throughout.</p>		
FGP.21.02.08	Estates Update		
8.1	<p>It was agreed that this item be discussed prior to the account's discussion.</p> <p>Derek supported the paper provided, highlighting the large amount of tender work being carried out in the background. Maintenance works have also restarted within the college buildings.</p> <p>There is a need for more stability regarding estates planning moving forward.</p> <p>Murray queried the budget allocations within the accounts. Shelly confirmed that the allocations were correct although there is £160k that may not be allocated by the 31 July deadline.</p>		

Agenda Item: FGP.21.02.01

	<p>Derek updated members on the recruitment of a Facilities Manager which has been advertised externally, UK wide.</p> <p>Caroline offered her help and advice if required which Derek accepted and thanked her for.</p> <p>Derek mentioned the idea of modernising the estates management system as we are currently using a spreadsheet. He wonders if there is a specific system that can be used to streamline information.</p>		
FGP.21.02.07	2020-21 Financial Forecast Return – Comparison v Budget		
	i. Q3 Management Accounts		
7.1	<p>Shelly supported and highlighted the improvements made with the accounts from Q2.</p> <p>The MicroRam adjustment that was due in March hasn't been received yet therefore the numbers currently submitted are subject to change. Derek explained the issues UHI have faced regarding the update of MicroRam due to the Cyber incident and the reporting tools that are used.</p> <p>There has been a net income improvement of £180k, mainly down to funding received. However, some of that funding does have conditions attached.</p> <p>Members questioned the VSS process, and whether there is confidence that this will be completed by the end of the financial year.</p> <p>David explained that once confirmation has been received from SFC, the college will begin the process and is hopeful that it will be finalised prior to the end of July. It has been agreed that it will be restricted to the refectory staff – the ballpark figure being £185/190k dependent on the end date pension value.</p> <p>Murray questioned the current staffing numbers and the planned approach to vacancies.</p> <p>David explained that all staffing meetings undertaken, and jobs advertised are done on an individual basis. We are currently 16 FTE lower than last year. This is without the refectory staff taking up the VSS.</p> <p>The Committee was pleased to note the situation has continued to improve over the last year and we are now in a much better position. College will be cash positive for the whole of June which is a very good outcome.</p> <p>Shelly credited this to the staff who have done remarkably well this year to enable us to be in this position.</p>		
FGP.21.02.09	Policies due for Review		

Agenda Item: FGP.21.02.01

9.1	Derek was unable to access the information to provide an update so will provide a full update at the full board meeting.		
RESERVED ITEMS			
FGP.21.02.10	Draft Reserved Minutes of F&GP Meeting held on 17 March 2021		
10.1	This item is reserved and the minute held in confidence.		
FGP.21.02.11	Reserved Matters Arising/Actions from F&GP Meeting held on 17 March 2021		
11.1	This item is reserved and the minute held in confidence.		
FGP.21.02.12	2021-22 Budget		
12.1	This item is reserved and the minute held in confidence.		
FGP.21.02.13	Date of Next Meeting		
13.1	9 September 2021		
	<i>Meeting closed at 15.15pm</i>		



Remuneration Committee

**Minutes of Meeting
held on
Wednesday 9 June 2021
At 1400 hours by Teams**

Present:

Murray Easton (Chair)
 Jessie McLeman
 Peter Graham
 Kyle Gee (HISA)
 Rosemary McCormack
 Anne Campbell

In attendance:

Cathie Fair (Clerk)

ITEM		ACTION	DATE
R.21.01.01	Resignations and Appointments		
1.1	Resignations: Hermione Morris Kyle Gee		
	Appointments: There were none		
R.21.01.02	Apologies for Absence		
2.1	Apologies were received from: Seonaid Mustard El Melton		
R.21.01.03	Any additional Declarations of Interest including specific items on the agenda		
3.1	There were no additional declarations of interest.		
R.21.01.04	Draft Minutes of Remuneration Committee held on 5 November 2020		
4.1	Jessie McLeman proposed and Rosemary McCormack seconded the Minutes be accepted as an accurate record of the meeting.		
R.21.01.05	Matters Arising from Remuneration Committee Meeting held on 5 November 2021		
5.1	There were no matters arising		
RESERVED ITEMS			
R.21.01.06	Reserved Minutes from Remuneration Committee held on 5 November 2020		
6.1	This item is reserved and the minute held in confidence.		

R.21.01.07	Reserved Matters Arising from Remuneration Committee meeting held on 5 November 2020		
7.1	This item is reserved and the minute held in confidence.		
R.21.01.08	SLT Pay Award 2020-2021		
	This item is reserved and the minute held in confidence.		
R.21.01.09	Date of Next Meeting – as required.		
	<i>Meeting closed at 1425 hours</i>		



Learning, Teaching and Quality Committee
Draft Minutes of Meeting held on
Tuesday 15 June 2021
At 1330 hours by Teams

Present:

Anne Campbell Convener	Malcolm Clark
Seonaid Mustard	Sam Scott
Jackie Andrews	Rosemary McCormack
Heather Sharp	Kyle Gee
David Patterson	Toni McIlwraith
Sam Bright	Michele Smith
Hugh Hamilton	Garry Rendall
Alistair Fowlie	
Tami Wilson	

In Attendance:

Nikki Yoxall
 Chris Newlands
 Derek Duncan
 Cathie Fair (Clerk)

Item		Action	Date
LTQ.21.02.01	(i) Resignations		
1.1	Resignations had been received from: Stewart McCracken Nikki Yoxall Chris Newlands Kyle Gee Hermione Morris		
	(ii) Appointments		
1.2	Julie Moreland has been appointed to the Committee representing CHESS .		
LTQ.21.02.02	Apologies for Absence		
2.1	Apologies for absence were received from: Jodie Salmon Susanne McLaren Julia Moreland Eleanor Melton		
LTQ.21.02.03	Any additional declarations of interest including specific items on this agenda		
3.1	There were no additional declarations of interest.		
LTQ.21.02.04	Draft Minutes of LTQC meeting held on 16-03-2021		
	(i) HMIE Informal Feedback		

Agenda Item: LTQ.21.03.04

4.1	Nikki was asked to provide feedback from the HMIE visit. This was overwhelmingly positive with staff being unaware of just how good they are. There was a visible awareness of support for students with staff demonstrating flexibility without rigid deadlines. There is far more collaboration, with effective partnerships and staff feel more connected. Staff are very positive around the use of Webex and breakout rooms. There was a lack of consensus over training. IT Trainers are underutilised. Staff appreciate the work/life balance and there are improved inter and intra team working. The 'flipped classroom' is now a reality. Overall the feedback was incredibly positive.		
Action	Nikki to ensure the whole Board are informed of this feedback at the next Board meeting	NY	22-06-2021
4.2	Minutes of the meeting of LTQC held on 16-03-2021 were accepted as an accurate account of the meeting. Proposed: Seonaid Mustard Seconded: Rosemary McCormack		
LTQ.21.02.05	Matters Arising from LTQC meeting held on 16-03-2021		
5.1	There were no matters arising from this meeting.		
LTQ.21.02.06	Quality Cycle		
6.1	Heather's paper provided information on the quality assurance processes for resulting students in 2020-21 to ensure robust and fair resulting for courses across the curriculum. Moray College did not go down the route of remotely invigilated exams and believe this is the right decision. Staff have collated a very strong picture of their students over the year. The Committee acknowledged the huge amount of work involved.		
LTQ.21.02.07	Curriculum		
	(i) UHI Curriculum Review		
7.1	The paper circulated - UHI Curriculum Review: Next Steps – Rebalancing the HE Curriculum had been written by Gary Campbell. The paper has been approved by partnership Council and considered at Academic Council on 11 June. It has not been presented to the Partnership Planning Forum (PPF) for discussion. Appendix B: FE Curriculum Review has been discussed at Senior Management Curriculum Team (SMCT) and the paper reflects the changes requested by this group. The Committee questioned the relevant risks - Moray 10 Senior Phase Programming offered/delivered does not meet needs of Moray (Schools Programme) and the possible impact of this. There was concern over the fact that FE Curriculum tends to be far more practical and therefore not suitable for centralisation. There are plans to start the FE mapping exercise in August but as academic staff only return to work mid-August this will be very difficult to implement. The Committee expressed concern over the possible loss of local autonomy although Sam assured the Committee that it may also offer opportunities.		
	(ii) CAMP Report		

Agenda Item: LTQ.21.03.04

7.2.1	The report which provided a summary of approvals and modifications since was circulated for noting. This is a marker of the incredible amount of work that goes into constantly reviewing our curriculum. IC is the only other College who have a similar system and they are going to adopt our process. Moray is acknowledged as having good practice and this is likely to be shared across other APS.		
7.2.2	The Committee questioned the position over the development of new courses. A range of courses were developed under Future Pathways. However, because furlough was extended, the predicted need for upskilling and retraining never materialised.		
	(iii) Customer Relationship Management System (CRM) *		
7.3.1	The paper provided background information on the Customer Relationship Management System in UHI. This is a central location for managing and recording customer engagement and interactions with a single repository to store customer relationship information. Recommendations were outlined that the College engage with CRM but need to clarify the responsibility of key staff and how each department should manage the system. The overlap between UHI and local AP staff engaging with local employers has proven problematic in the past.		
7.3.2	Sam to work with HOC areas and a plan needs to be devised.		
Action	Feedback on progress to next LTQ meeting.	SS	11-11-2021
LTQ.21.02.08	Student Satisfaction Survey *		
8.1	The Student Satisfaction and Engagement Survey (SSES) provides a means to evaluate and enhance college provision. The survey opened to Moray College students on 22 March 2021 and ran until 10 May 2021. The response rate of 22% was lower than previous years. Overall satisfaction was also lower than previous years probably due to the pandemic and Cyber incident. Comments are still very positive under very difficult circumstances.		
8.2	The Committee questioned whether benchmarking with other Colleges in the sector takes place. It is hoped that this can take place in the future. A report will be produced analysing the UHI AP collated data and this will go to QAEC in Autumn.		
Action	Report to November LTQC	HS	11-11-2021
LTQ.21.02.09	RIKE Report		
9.1	An update report on Research activity in MC was provided. Of particular note was the third paragraph with outlined challenges presented and the need for support and flexibility over individual project needs as some of the projects are not conventional. The Committee questioned what happens if money allocated is not used within the timescales and it was explained that requests for delays must be submitted. SFC have been fairly tolerant during Covid-19.		

Agenda Item: LTQ.21.03.04

Action		SS MC	Future LTQ meetings
	It was suggested that M Clark and S Scott produce an enhanced report highlighting outputs including impact on recruitment.		
LTQ.21.02.10	Emerging Issues		
	(i) Cyber Incident – impact on learning and teaching		
10.1	The Cyber incident presented the staff and student with enormous challenges. The work of Teaching teams within the dual crises of the pandemic and the Cyber incident need to be acknowledged and this has been phenomenal.		
	(ii) Assumptions (Covid-19) and preparations for delivering learning and teaching in session 2021-22		
10.2.1	Representatives from Curriculum areas were asked to comment on their planned approach for 2021-22. More programmes will be offering a blended approach. Promoted staff have been considering whether courses will be online, face to face or blended. All areas are making more use of blended learning and everyone is hoping that restrictions will be lifted somewhat especially the 2-metre distancing. Front loading of assessments is planned as a contingency for more local lockdowns.		
10.2.2	The Committee expressed gratitude for how well staff have adapted and coped in extremely challenging circumstances.		
	(iii) Regional Outcome Agreement (ROA)		
10.3	Development of the ROA has not yet begun so there is nothing to report.		
RESERVED ITEMS			
LTQ.21.02.11	Draft Reserved Minutes of LTQC meeting held on 16-03-2021		
11.1	This item is reserved and the minute held in confidence.		
LTQ.21.02.12	MORAAGA Report		
12.1	This item is reserved and the minute held in confidence.		
SG.21.02.13	Date of Next Meeting		
13.1	The date of the next meeting is 11 November 2021.		
	<i>Meeting closed at 1600 hours</i>		

Regional Strategy Committee (RSC)

Tue 04 May 2021, 11:00 - Tue 04 May 2021, 14:30

Webex Teams: 143378345@uhi.webex.com

Attendees

Board members


Garry Coutts (Chair), Andrew Campbell (Chair Argyll College UHI), Angus Campbell (External independent member), Blair Sandison (Chair North Highland College UHI), Brian Crichton (Chair Perth College UHI), Bruce Robertson (External independent member), David Sandison (Chair), Diana Murray (Chair SAMS UHI), Florence Jansen (HISA President), Michael Foxley (Vice Chair; FE Regional Lead), Rosemary McCormack (Staff Governor), Sarah Burton (Chair Inverness College UHI), Stuart Smith (Chair Highland Theological College UHI), Todd Walker (Principal and Vice Chancellor)

In attendance

John Kemp (Acting Chief Operating Officer), Lydia Rohmer (Vice Principal - Tertiary), Maggie Tierney (Vice Chair Argyll College UHI), Neil Simco (Vice Principal Research & Impact), John Maher (- in part), Lorna Walker (Director), Nicholas Oakley (Clerk), Gary Campbell (Vice Principal - Strategic Development), Niall McArthur (Director of Corporate Resources)

Meeting minutes

1. Welcome

 RSC Agenda - 4 May 2021 Agreed.pdf

1.1. *Welcome & apologies

The Chair opened the meeting and noted the apologies from Beverly Clubley.

1.2. *Declaration of Interest

There were no declarations of interest.

1.3. *Notification of Any Other Competent Business

The Chair reported that he had agreed with the Vice Chair, Michael Foxley, to hold a separate meeting on the FE regional lead and that meeting would involve a number of academic chairs.

1.4. *Starring

2. Minutes of Meetings

2.1. *Minutes of the meeting held on 10 February 2021

The minutes of the previous meeting held on 10 February 2021 were **approved** as a true and accurate record.

 RSC20-21-045 Minutes_Regional Strategy Committee (RSC)_100221.pdf

2.2. *Matters Arising

The Committee **noted** the matters arising update.

 RSC20-21-046 Matters Arising.pdf

2.3. *Review of Delegated Decisions

There were no delegated decisions reported.

3. Governance and Funding

3.1. *AP Financial Information Update

The Committee discussed the AP financial information update. The Chair reported that future iterations will include the most current up-to-date information possible, as well as more narrative assurance to Committee then on to Court that Boards are appropriately sighted on mitigating actions.

Decision: The Committee **noted** the report.

[RSC20-21-047 AP Finance report.pdf](#)

3.2. *Approach to Funding Allocations for 2021-22

J Kemp provided members with an update on the approach to funding allocations for 2021/22. The members discussed the three options for allocations as described in the paper.

Decision: The Committee **endorsed** setting the partners a target based on the discussions with the VPFE with a possible stretch element and retain the remaining credits centrally to be allocated for specific purposes or where partners believe they have more demand. If any portion of the centrally held credits were not used they could be more easily returned to SFC.

Action: J Kemp to report the Committee's endorsement of the approach to funding allocations to Partnership Council.

[RSC20-21-048 RSC paper on approach to funding 250421.pdf](#)

3.3. *RAM - proposed changes for AY2021-22

J Kemp provided members with an update on the proposed RAM changes for 2021/22. The Committee **noted** the update and the work in progress by the executive.

The Committee members requested an update on the savings made to date at Executive Office. The Principal and Vice Chancellor, Prof Todd Walker, reported that £1m worth of savings had been achieved, mainly through vacancies not being filled, and that work on the Executive Office review was ongoing with the aim to deliver further efficiency savings.

Decision: The Committee **noted** the updates on RAM changes and EO savings.

[RSC20-21-049 RAM May 21.pdf](#)

3.4. Performance Dashboard

J Kemp provided members with an update on the performance dashboard. One member raised a concern that teacher education was reported as being oversubscribed and sought clarification on the number of applicants being declined places.

Concern was expressed about reports that recent graduates from the program were struggling to gain first teaching positions.

Action: N Simco to meet with Bruce Robertson to discuss oversubscription in teacher education, jobs for graduates, and potential mitigating actions.

Decision: The Committee **noted** the performance dashboard report.

[RSC20-21-050 Performance Dashboard.pdf](#)

4. Strategic Business

4.1. *Change Management Plan; update report

J Kemp provided members with an update on the change management plan, and that a new reporting format was anticipated for the Committee's next meeting, including more information on deliverables and clearer targets and deadlines.

Decision: The Committee **noted** the update.

[RSC20-21-051 Change Management Plan update 4, May 21.pdf](#)


4.2. *Regional Economic Partnership

J Kemp provided members with an update on the regional economic partnership proposal. He reported that changes in senior leadership of key regional stakeholders, as well as the upcoming election, meant the environment was in a state of flux. The members noted that this presented an opportunity for the university partnership and highlighted the importance of an economic regional forum that the partnership could lead. The Committee also recognised the importance of a regional economic partnership to discuss key strategic matters, such as post-Brexit funding and blue and green economy developments.

Members heard that Perth College UHI has continued to forge local alliances within the Greater Tayside area, and that the college would continue to keep the greater interests of the university partnership in mind and keep the Committee informed of further developments. The Committee noted this approach and the disparate geographical environment Perth College UHI, and to a lesser extent Argyll College, were operating in which presented some challenge to the partnership.

Decision: The Committee **noted** the update and **requested** that the university executive continue to seek opportunities to inform and lead on the development of a regional economic partnership.

Action: G Campbell and Angus Campbell to meet to discuss further UHI-HIE collaboration opportunities.

 RSC20-21-052 REP paper.pdf

5. *General Business

5.1. *Update on key issues

J Kemp provided the members with an update on several key issues. The following matters were noted:

 RSC20-21-053 update report040421.pdf

5.1.1. SFC Review Update Plan for engagement for Phase 3

The Committee **noted** the update on the SFC phase 3 engagement without further discussion.

5.1.2. SRUC options appraisal

The members discussed the SRUC options appraisal, and highlighted some concerns arising from a recent meeting involving the appointed consultants. The Committee **noted** that an informal engagement session was planned with Court members and Academic Partner Chairs in May 2021 to further discuss and resolve these concerns.

5.1.3. Gaelic

The members discussed the update and in particular the mini-prospectus. The Committee **requested** that this mini-prospectus be appropriately promoted across the university partnership.

The Committee **noted** the update on Gaelic.

5.1.4. Colleges options appraisal

The Committee **noted** the update on the colleges options appraisal and looked forward to its imminent publication.

5.1.5. SFC Funding for 2021-21

The Committee **noted** the update on SFC funding for 2020-21 without further discussion.

5.1.6. Distant Island Allowance

The Committee **noted** the update on the distant islands allowance without further discussion.

5.2. *Cyber Incident update

[John Maher joined the meeting]

The Committee received a confidential update on the cyber incident which was the subject of an ongoing police investigation.

Decision: The Committee **noted** the update. The Committee also extended their appreciation and gratitude to all partnership staff for their hard work and cooperation on the matter and highlighted the effectiveness of the way the response had been managed.

[John Maher left the meeting]

Verbal Update
John Maher

5.3. REF 2021 update

The Committee **noted** the update on the REF2021 without further discussion.

 RSC20-21-054 REF 2021 Update.pdf

5.4. *Draft Strategic Plan Consultation Update

The Committee **noted** the update on the draft strategic plan consultation without further discussion.

Verbal Update
Todd Walker

6. Date of Next Meeting: 14 September 2021

7. Any Other Competent Business

There was no other business and the Chair closed the meeting at 12:15.

DRAFT

DRAFT

Committee	Regional Strategy Committee
Subject	Change management plan; update report
Action requested	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval
Brief summary of the paper	This paper sets out the progress on and the changes that have been made to the management of change programme and updates on the reshaped change plan.
Resource implications (If yes, please provide details)	<p>No</p> <p>There are no immediate resource implications as a result of this paper. However, the actions in the plan include some that may require additional resource as well as others that are intended to save money. The resource implications of the workstreams will go through the appropriate governance arrangements to agree and confirm spending levels</p>
Risk implications (If yes, please provide details)	<p>Yes</p> <p>The paper is related to several of the most significant risks facing the university and the academic partners.</p>
Date paper prepared	26/04/2021
Date of committee meeting	04/05/2021
Author	Max Brown
Link with strategy Please highlight how the paper links to the Strategic Plan	The priorities covered by the change plan are key elements of the partnership's strategy.

<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	No
<p>Status (e.g. confidential, non-confidential)</p>	Non confidential
<p>Freedom of information</p> <p>Can this paper be included in “open” business?*</p>	Yes
<p>Consultation</p> <p>How has consultation with partners been carried out?</p>	<p>The change management plan was developed by partnership council and was approved at an all partnership meeting at the beginning of July. All partners, with the exception of Sabhal Mòr Ostaig, have agreed to its delivery. In March, Partnership Council agreed to collapse the change plan into a small set of better defined workstreams</p>

* If a paper should **not** be included within ‘open’ business, please highlight below the reason.

<p>Its disclosure would substantially prejudice a programme of research</p>	<input type="checkbox"/>	<p>Its disclosure would substantially prejudice the effective conduct of public affairs</p>	<input type="checkbox"/>
<p>Its disclosure would substantially prejudice the commercial interests of any person or organization</p>	<input type="checkbox"/>	<p>Its disclosure would constitute a breach of confidence actionable in court</p>	<input type="checkbox"/>
<p>Its disclosure would constitute a breach of the Data Protection Act</p>	<input type="checkbox"/>	<p>Other [please give further details]</p>	<input type="checkbox"/>

For how long must the paper be withheld?

Progress report on the University Partnership's change management plan

Background

The change management plan was agreed in June 2020 and contained 18 workstreams. In the Autumn of that year, Partnership Council agreed to prioritise five of the workstream due to the capacity constraints in delivering change, whilst managing COVID19 and delivering the business. RSC have been appraised on this work at each of their meetings.

The Vice Chancellor asked that we consider both the number of workstreams contained within the original change management plan and the approach that we take to project management more broadly. It was agreed, and approved by partnership council, that we would collapse the 18 workstreams into five main themes and formalise the project management arrangements that we have in place.

The Vice Chancellor has given a deadline of the June Court for these new arrangements to be in place, though the change management team continues to actively support a number of projects that were already in train or were put in motion at the March Court.

Overview of the Change Management Plan

The Vice Chancellor set an ambition to reduce the number of workstreams within the change management plan to a more manageable number, whilst ensuring that none of the Assembly recommendations, the work related to COVID and the curriculum review were lost. In discussion with executive leads, a number of the workstreams that were originally captured within the change programme will be progressed under the operational plans that will underpin the new strategic plan.

The workstreams and projects that are now captured within the change plan are those areas that require change management support and oversight. The plan is made up of five workstreams, each with constituent projects. These are;

UHI Blueprint (the financial recovery plan)

- Curriculum management
- Income Generation
- Professional Services
- Non-staffing costs
- Estates

Curriculum Review

- Development of the new governance and accountability arrangements
- Changes to the HE and FE curriculum

Operational Structure and processes

- Changing RAM (the Resource Allocation Mechanism)

- College alignment consultancy
- SRUC consultancy

Branding and Strategic Positioning

- Strategic positioning
- Developing the visual elements of the Brand identity
- Communicating and engaging with staff

EO Evaluation

- Strategic aims and direction
- Operational planning (including developing KPIs / reporting etc.)
- Structure

Approach to project management

The Vice chancellor has asked that we formalise our approach to project management. In response the change team has:

- Established a Project Control Group (PCG), chaired by the VC to monitor the progress to deliver. This group meets monthly and has met twice.
- Identified an executive lead for each of the workstreams with a fortnightly schedule of update meetings. Executive leads present on progress at the PCG. The leads are noted in Annex 1.
- Developed MS project plans for the five workstreams and their constituent projects.
- Developed PIDs for each of the workstreams with standardised project and reporting documentation.
- Begun the live tracking of all workstreams via the MS project plans forming the basis of the reporting to the Project Control Group, and in time the reporting to RSC and Court.
- Developed a first draft of an overarching plan that combines the timelines of all the workstreams and maps the interdependencies between them.

For the Project Control Group at the end of May we will;

- Present an approach to risk management across the change plan with draft risk registers for all the workstreams.
- Develop an open SharePoint site to ensure staff can access updates on the progress to deliver the workstreams.
- Draft Island and Equality and Diversity Impact assessments for the relevant projects and establish the process for doing so for future requirements.
- Develop a communications strategy and plan for the workstreams that require it.
- Finalise the overarching plan that will allow for single reporting on all five workstreams for Partnership Council and non-executive committees. This will be trialled in the latter half of May with the first formal report going to Court in June.

Progress to deliver

As noted above, we are in the process of developing an overarching plan that will allow us to use MS project to report on all five workstreams within a single report. It is intended that this will form the basis of reporting to non-executive committees going forward. However, this is still draft as the focus to date has been finalising the individual workstream plans with their executive leads. This approach will allow us to report progress to deliver the workstreams at different levels of granularity and more effectively manage the interdependencies between the workstreams and their constituent projects.

In the main, progress has been good across the workstreams and the development of the project plans has not held the work up from being delivered in practice. The Committee will wish to note two constraints on progress.

1. Cyber Incident

The cyber incident has had an impact on our ability to access the HR and finance information required for some of the detailed baseline work that will underpin the UHI Blueprint. As systems have been and are restored, priority has been given to re-establishing business critical processes, rather than providing the data required for the change programme. The Project Control Group have been appraised and are monitoring this issue. Whilst it has delayed the start of some pieces of work, it should not have a material impact on our ability to deliver.

2. Capacity to deliver

The capacity of staff across the university partnership is already stretched and the change management plan often requires staff to undertake additional roles or tasks. The transfer of the programme to MS Project will help map the resource requirements to deliver the workstreams and identify pinch points in terms of staff capacity.

Recommendations

Members are asked to;

- Note the changes we have made to the change management plan
- Note the changes we have made to the approach to project management of the workstreams
- Note the progress we are making to deliver the change programme.

Annex 1: Workstream detail

Workstream 1; UHI Blueprint		Executive Lead: John Kemp
Curriculum Management	This project will begin in the summer.	
Income generation	Partnership Council agreed to establish a Board to oversee the cross-partnership work to increase our non-SFC income and take forward the work reported to Court in March. The first meeting of the new Board is in June.	
Professional services	This work is currently being scoped.	
Non-staffing costs	The initial work to reduce non-staffing costs will be included within the EO budget presented to Partnership Council and Court in June.	
Estates	This work is being scoped.	
Workstream 2: Curriculum Review		Executive Lead: Gary Campbell
Governance and accountability arrangements	The draft arrangements to oversee the rebalancing of the portfolio have been developed but are still subject to discussion. The targets for the different curriculum areas are being developed.	
Changes to HE and FE curriculum	Engagement has begun with subject network and curriculum leaders to assess the current curriculum with the outturn from this process being reported to the June Partnership Council. The work post June is being scoped.	
Workstream 3; Operational structures and processes		Executive Lead: John Kemp
Resource allocation mechanism (RAM)	Partnership Council agreed in February the framework for changing RAM and the detail is being worked through. This will be reported to Court in June alongside the budget allocations.	
College alignment consultancy	The consultancy project being taken forward by seven of the colleges is on track to deliver the options appraisal on 10 th May.	
SRUC consultancy	This has been delayed slightly to allow for post-election discussions with the Scottish Government but should report by June Court.	
Workstream 4; Branding and strategic positioning		Executive lead: Lydia Rohmer

Strategic positioning	A common approach and lines were agreed for the local and regional engagement of prospective candidates in the Scottish Election. Future initiatives of this sort will be taken forward as part of operational planning.
Brand and visual identity	A consultancy firm has been engaged to work on the visual identity of the university partnership and will complete this work in July.
Engagement with staff	Engagement with staff about the new brand and visual identity will be built into the engagement around the new strategic plan. This will start in the next academic year.
Workstream 5; EO Evaluation	Executive Lead; Todd Walker
Strategic aims and direction	The new strategic plan is currently in development and will be presented to Court for approval in June.
Operational Planning	The operational plans to drive the delivery of the strategic plan will be drafted between now and over the summer, to be in place by Autumn 2021.
Structure	The planning for changes in the structure of EO will be undertaken until the end of the summer, with consultation and implementation in the next academic year.

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

Board of Management Moray College

Committee Schedule of Meetings for 2021-22

Week Commencing	Audit	Staff Governance	F & GP	LTO	Board Development	Full Board	SLT
16/8/2021					25/8/2021 all day		18/8/2021 am
23/8/2021							
30/8/2021							
6/9/2021			9/9/2021 pm				15/9/2021 am
13/9/2021							
20/9/2021						23/9/2021 am	
27/9/2021							
4/11/2021	7/10/2021 pm					Graduation Friday 8 October	
11/10/2021							
18/10/2021							20/10/2021 am
25/10/2021						28/10/2021 am	
1/11/2021							
8/11/2021				11/11/2021 pm			
15/11/2021		18/11/2021 am					17/11/2021 am
22/11/2021	25/11/2021 pm		25/11/2021 am & pm				
29/11/2021							
6/12/2021							8/12/2021 am
13/12/2021						16/12/2021 pm	
20/12/2021							College closes 23/12/2021
27/12/2021							
3/1/2022							College Reopens Thursday 6/1/2022

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

Week Commencing	Audit	Staff Governance	F&GP	LtQ	Board Development	Full Board	SLT
10/1/2022							13/1/2022 am
17/1/2022							
24/1/2022		27/1/2022 am					
31/1/2022							
7/2/2022							9/2/2022 am
14/2/2022	17/2/2022 pm						
21/1/2022							
28/2/2022							
7/3/2022			10/3/2022 pm				9/3/2022 am
14/3/2022				17/3/2022 pm			
21/3/2022						24/3/2022 am	
28/3/2022							
4/4/2022							
11/4/2022							
18/4/2022							20/4/2022 am
25/4/2022							
2/5/2022							
9/5/2022		12/5/2022 an					11/5/2022 am
16/5/2022	19/5/2022 pm						
23/5/2022							
30/5/2022							
6/6/2022			9/6/2022 am				8/6/2022 am
13/6/2022				16/6/2022 pm			
20/6/2022						23/6/2022 am	
27/6/2022							29/6/2022 am

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

UHI Meetings Schedule		
Partnership Council meetings	University Court	Regional Strategic Committee
1 Sept 2021	22 Sept 2021	31 Aug 2021
1 Oct 2021	24 Nov 2021	4 Nov 2021
3 Nov 2021	16 March 2022	10 Feb 2022
12 Jan 2022	15 June 2022	3 May 2022
2 Feb 2022		
2 March 2022		
6 April 2022		
4 May 2022		
1 June 2022		

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

Board of Management Work Plan for 2021-22

<i>Date</i>	<i>Event</i>	<i>Agenda or Outcomes</i>	<i>Responsibility of</i>	<i>Notes</i>
25/8/2021 1000-1500	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	1000-1500
31/8/2021	Declarations of Interest to be returned electronically		Clerk, Board Members and Minute Secretary	Once completed must be uploaded onto website
23/9/2021 0930-1230	Board Meeting am	<ol style="list-style-type: none"> 1. Minutes of Board and Committee Meetings 2. Principal's Report including: <ul style="list-style-type: none"> ○ Overview ○ Plans for Reopening the College ○ Student recruitment and enrolment ○ Update on Strategic Planning ○ Review of Operational Plan ○ KPIs 3. Minutes of Court 4. Minutes of Regional Strategic Committee 5. Minutes of F&GP 6. Update on Curriculum 7. Update on Learning and Teaching 8. Update on Health and Safety 9. Update on Finance 10. Emerging Issues – Summary of Board and Committee Annual Evaluation for 2020-21 11. HISA update 12. Board and Committee Schedule and Work Plan 2021-22 – updated 13. Reserved Minutes 	Chair Principal Clerk Minute Secretary SLT	0930-1230

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		14. Moray Growth Deal – verbal update		
23/9/2021 1300-1500	Board Surgery pm	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	
28/10/2021 0930-1230	Board Meeting – am	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Board and Committee Meetings 2. Principal’s Report <ul style="list-style-type: none"> ○ Student Recruitment and enrolment ○ Refined KPI’s ○ Operational Plan 2021-22 ○ Strategic Planning ○ Health and Safety Update including incident report ○ Moray Growth Deal (Reserved) 3. Minutes of Court 4. Minutes of Regional Strategic Committee 5. Update on Finance 6. HISA update 7. Emerging Issues 8. Learning and Teaching <ul style="list-style-type: none"> ○ Update on arrangements for EREP 	Chair Principal Clerk Minute Secretary SLT	
28//10/2021 1300-1500	Board Surgery pm	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	
16/12/2021 1000-1200	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	
16/12/2021 1330-1630	Board Meeting pm	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Board and Committee Meetings 2. Principal’s Report <ul style="list-style-type: none"> ○ Student Recruitment and enrolment ○ Refined KPI’s 	Chair Principal Clerk Minute Secretary SLT	Statutory Accounts to be signed off at this meeting and forwarded to SFC before Colleges closes for Christmas Holidays

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		<ul style="list-style-type: none"> ○ Operational Plan 2021-22 ○ Strategic Planning ○ Health and Safety Update including incident report ○ Moray Growth Deal (Reserved) <ol style="list-style-type: none"> 3. Minutes of Court 4. Minutes of Regional Strategic Committee 5. Learning and Teaching Update 6. Annual Health and Safety Report 7. Sign off Health and Safety Policy Statement (Annually) 8. Update on Finance 9. Emerging Issues <ul style="list-style-type: none"> ○ 10. HISA Update 11. Policies Due for Review 12. Student Early Experience Survey 13. Annual External Audit Report 14. Audit Committee's annual Report to the Board - 15. EREP Final Report 16. Statutory Accounts 		
24/3/2022 0930-1230	Board Meeting am	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Board and Committee Meetings 2. Principal's Report <ul style="list-style-type: none"> ○ Student Recruitment and enrolment ○ Refined KPI's ○ Operational Plan 2021-22 ○ Strategic Planning ○ Health and Safety Update including incident report ○ Moray Growth Deal (Reserved) 3. Learning and Teaching Update 4. Minutes of Court 5. Minutes of Regional Strategic Committee 	<p>Chair Principal Quality Officer Clerk Minute Secretary SLT</p>	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		<ul style="list-style-type: none"> 6. Update on Finance 7. Emerging Issues <ul style="list-style-type: none"> o Update on Partnership Assembly 8. HISA update 9. Board Effectiveness Evaluations 10. Policies due for Review 		
24/3/2022 1300-1500	Board Surgery – pm	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	
24/3/2022 1300-1600	Board Development Meetings pm	One to one Development Meetings and Training Plans	Chair Vice Chair Clerk	
23/6/2022 0930-1230	Board Meeting am	<p>Agenda:</p> <ul style="list-style-type: none"> 1. Minutes of Board and Committee Meetings 2. Principal's Report <ul style="list-style-type: none"> o Student Recruitment and enrolment o Refined KPI's o Operational Plan 2022-23 o Strategic Planning o Health and Safety Update including incident report o Moray Growth Deal (Reserved) 3. Learning and Teaching Update 4. Minutes of Court 5. Minutes of Regional Strategic Committee 6. Update on Finance 7. Emerging Issues 8. Policies Due for Review 9. Student Satisfaction and Engagement Survey 10. Annual Board Evaluation Report 11. HISA Report 	Chair Principal Clerk HISA Reps Quality Officer Minute Secretary	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

23/6/2022 1300-1500	Board Surgery pm	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	
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DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

Committee Plan - Audit Committee – 2019-20

<i>Date</i>	<i>Event</i>	<i>Agenda or Outcomes</i>	<i>Responsibility of</i>	<i>Notes</i>
7/10/2021 1230-1330	Audit Committee pm	Private Meeting between Audit Committee and Internal Auditors	Convenor Committee members	
7/10/2021 1330-1630	Audit Committee meeting pm	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Previous meetings 2. Emerging Issues 3. Internal Audit Plan 2021-22 4. Internal Audit Progress Reports 2020-2021 5. Student Activity Data Report 2020-21 6. Student Support Funds Report 2020-21 7. SFC Student Support Funds Return 2020-21 8. EMA Return 2020-21 9. EMA Year-end Statement 2020-21 10. Internal Audit Reports <ul style="list-style-type: none"> ○ 11. Risk Register and Risk Appetite 12. Update on Status of Audit Register 13. Update on Status of Policy Schedule <ul style="list-style-type: none"> ○ Summary overview on status of all policies 14. Update on UHI Joint AP's Audit Committee 15. Draft Letter to EY to Those Charged with Governance 16. Report on NFI 17. Annual Paper on Fraud 	Convenor FD Internal Auditors External Auditors Clerk Minute Secretary Mr D Duncan HR Director	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		<ul style="list-style-type: none"> 18. Review of Committees work planning 19. Draft Annual Audit Report to the Board 20. Annual paper on Staff Development 		
25/11/2021 1300-1330	Audit Committee pm	Private Meeting between Audit Committee and External Auditors	<ul style="list-style-type: none"> Convenor Audit Committee members External Auditors 	
25/11/2021 1330-1630	Joint Audit Committee and Finance Committee meeting pm	<p>Agenda:</p> <ul style="list-style-type: none"> 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 2020-21 6. Internal Audit Plan 2021-22 and supporting timeline 7. Internal Audit Reports: Wylie & Bisset 8. Policy Schedule <ul style="list-style-type: none"> a. Plan and timeline 9. External Audit: Ernst Young Draft Report on the 2020-2021 Audit 10. Audit Committee's Annual Report to the Board of Management 2020-21 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 2020-21 	<ul style="list-style-type: none"> Convenor FD Internal Auditors External Auditors Clerk Minute Secretary 	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

<p>17/2/2022 1330-1630</p>	<p>Audit Committee meeting pm</p>	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Previous Meetings 2. Emerging Issues 3. Update on Audit Register 4. Risk Register 5. Internal Audit Plan 2021-22 6. Internal Audit Progress Reports 2020/21 7. Audit committee effectiveness review 8. Appropriate Risk Training 9. Reporting and Monitoring Theft 10. Quality Assurance and Improvement Progress Report 11. Deep Dives 12. Update from UHI Joint AP Audit Committee 	<p>Convenor FD Internal Auditors Clerk Minute Secretary</p>	
<p>19/5/2022 1330-1630</p>	<p>Audit Committee meeting pm</p>	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Previous Meetings 2. Emerging Issues 3. Update on Audit Register 4. Risk Register 5. Internal Audit Progress Reports for 2021-22 6. Internal Audit Plan for 2021-22 7. External Audit: Annual Audit Plan for the 2021-22 Audit 8. Board and Committee Evaluation Report 9. Report to Committee on OSCR Return 	<p>Convenor FD Internal Auditors External Auditors Clerk Minute Secretary</p>	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

Committee Plan – Staff Governance Committee – 2021-22

<i>Date</i>	<i>Event</i>	<i>Agenda or Outcomes</i>	<i>Responsibility of</i>	<i>Notes</i>
18/11/2021 1030-1300	Staff Governance Committee	Agenda: <ol style="list-style-type: none"> 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	
27/1/2022 0930-1230	Staff Governance Committee	Agenda: <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> a. Health and Safety Minutes 6. Update on Culture and Values 7. Policies due for Review 8. Annual Report on Staff Development 	Convenor HR Director (Officer) Clerk Minute Secretary	
12/5/2022 0930-1230	Staff Governance Committee	Agenda: <ol style="list-style-type: none"> 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	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		6. Update on Culture and Values 7. Policies due for Review		
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Committee Plan – Finance and General Purposes Committee – 2021-22

<i>Date</i>	<i>Event</i>	<i>Agenda or Outcomes</i>	<i>Responsibility of</i>	<i>Notes</i>
9/9/2021 1330-1630	Finance & General Purposes Meeting	Agenda: 1. Minutes of Previous Meeting 2. Management Accounts to 31 July 2021 3. Financial forecast Return 4. Cash Flow 5. Pension Update 6. 2021-22 Budget Update 7. Estates Update 8. Emerging Issues 9. Risk Register 10. Policies due for Review	Convenor FD Clerk Minute Secretary	
25/11/2021 0930-1200	Finance and General Purposes Meeting am	Agenda: 1. Minutes of Previous Meeting 2. Emerging Issues 3. Financial Update 4. F&GP Annual Report to the Board 2020-21 5. Draft Statutory Accounts 2020-21 6. Policies due for Review 7. External Audit Report 2020-21	Convenor FD Clerk Minute Secretary	
25/11/2021 1330-1630	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	Audit Convenor FD Internal Auditors External Auditors Clerk Minute Secretary	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		<p>on the provision of Audit Services 2020-21</p> <ol style="list-style-type: none"> 6. Internal Audit Plan 2021/22 and supporting timeline 7. Internal Audit Reports: Wylie & Bisset 8. Policy Schedule <ol style="list-style-type: none"> a. Plan and timeline 9. External Audit: Ernst Young Draft Report on the 2020-21 Audit 10. Audit Committee's Annual Report to the Board of Management 2020-21 11. Final version of completed checklist for Code of Good Governance 2020-21 12. Draft Statutory Accounts 2020-21 		
10/3/2022 1000-1230	Finance and General Purposes am	One to One Development Meetings	Chair Vice Chair Committee Members Clerk	Schedule of development meetings to be circulated
10/3/2022 1330-1630	Finance and General Purposes Committee meeting pm	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Previous Meeting 2. 2021-22 Financial Forecast Return – comparison v budget 3. Management Accounts to 31 January 2022 4. 2022-23 Budget process update 5. Estates Update 6. Risk Register 7. Emerging Issues 8. Policies due for Review 9. Committee Effectiveness Review 	Convenor FD Clerk Minute Secretary	Committee Members to return Completed Committee Effectiveness Reviews to Clerk by 31 March 2022

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

<p>9/6/2022 0930-1230</p>	<p>Finance and General Purposes Committee meeting am</p>	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Previous Meeting 2. Quarter 3 Management Accounts 3. Cash Flow Forecast 2021-22 4. Draft Financial Forecast Return 2021-22 5. Emerging Issues 6. Estates Update 7. Risk Register 8. Policies due for Review 	<p>Convenor FD Clerk Minute Secretary</p>	
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Committee Plan – Learning Teaching & Quality Committee: 2021-22

<i>Date</i>	<i>Event</i>	<i>Agenda or Outcomes</i>	<i>Responsibility of</i>	<i>Notes</i>
11/11/2021 1300-1530	LTQC Meeting	<ol style="list-style-type: none"> 1. Minutes of Previous Meetings 2. EREP Final document for 2021-22 3. CCM Report 4. RIKE Report 5. Learning and Teaching update 6. Quality Cycle 7. Student Early Experience Survey 8. Update on Review of Curriculum 9. MORAAGA 10. Emerging Issues 11. Policies due for Review 12. CAMP Report 	Convenor Officer Clerk Minute Secretary Director of Learning and Teaching Director of Curriculum	
17/3/2022 1330-1600	LTQC Meeting	<ol style="list-style-type: none"> 1. Minutes of Previous Meetings 2. CCM Report 3. RIKE Report 4. Learning and Teaching update 5. Quality Cycle 6. Update on Review of Curriculum 7. MORAAGA 8. Emerging Issues 9. Policies due for Review 10. CAMP Report 	Convenor Officer Clerk Minute Secretary Director of Learning and Teaching Director of Curriculum	
16/6/2022 1330-1630	LTQC Meeting	<ol style="list-style-type: none"> 1. Minutes of Previous Meetings 2. CCM Report 3. RIKE Report 4. Learning and Teaching update 5. Update on Review of Curriculum 6. External Verification visit Outcomes 7. Quality Cycle 8. Student Survey 	Principal Officer Clerk Minute Secretary Director of Learning and Teaching Director of Curriculum	

DRAFT BOARD AND COMMITTEE PLAN FOR MORAY COLLEGE BOARD OF MANAGEMENT 2021-22

		9. MORAAGA 10. Emerging Issues 11. Policies due for Review 12. CAMP Report		
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Agenda Item Reference: BM.21.03.18 (iii)

Title of Paper:	Board and Committee Evaluation Report 2020-21			
To Committee:	Board of Management			
Subject:	Annual Board Self-Evaluation			
Version number and date:	V1 – 22 June 2021			
Brief summary of the paper:	<p>In accordance with Code of Good Governance for Scotland’s Colleges – August 2016 the Board has to undertake an annual review of the Functionality of the Board and its Committees which includes an evaluation of the effectiveness of the Chair of each Committee and the Clerk to the Board.</p> <p>The full analyses follows including an overview of the statistics and all additional statements.</p> <p>A one-page summary highlighting some of the most significant points emerging from this analysis will be presented to the September 2021 Board meeting.</p>			
Recommendations:	To note any areas for improvement.			
Action requested/decision required:	Discussion and Noting.			
Status: (please tick ✓)	Reserved:		Non-reserved:	✓
Date paper prepared:	22 June 2021			
Date of committee meeting:	22 June 2021			
Author:	Cathie Fair			
Link with strategy: Please highlight how the paper links to, or assists with: Strategic Plan including <ul style="list-style-type: none"> • Curriculum • Learning and Teaching • Organisational culture • Partnership • Sustainability 	Assists in determining whether Board is meeting its objectiveness in all areas of the Strategic Plan.			

Agenda Item Reference: BM.21.03.18 (iii)

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

Agenda Item Reference: BM.21.03.18 (iii)

Title of Paper:	Board and Committee Evaluation Report 2020-21			
To Committee:	Board of Management			
Subject:	Annual Board Self-Evaluation			
Version number and date:	V1 – 22 June 2021			
Brief summary of the paper:	<p>In accordance with Code of Good Governance for Scotland’s Colleges – August 2016 the Board has to undertake an annual review of the Functionality of the Board and its Committees which includes an evaluation of the effectiveness of the Chair of each Committee and the Clerk to the Board.</p> <p>The full analyses follows including an overview of the statistics and all additional statements.</p> <p>A one-page summary highlighting some of the most significant points emerging from this analysis will be presented to the September 2021 Board meeting.</p>			
Recommendations:	To note any areas for improvement.			
Action requested/decision required:	Discussion and Noting.			
Status: (please tick ✓)	Reserved:		Non-reserved:	✓
Date paper prepared:	22 June 2021			
Date of committee meeting:	22 June 2021			
Author:	Cathie Fair			
Link with strategy: Please highlight how the paper links to, or assists with: Strategic Plan including <ul style="list-style-type: none"> • Curriculum • Learning and Teaching • Organisational culture • Partnership • Sustainability 	Assists in determining whether Board is meeting its objectiveness in all areas of the Strategic Plan.			

Agenda Item Reference: BM.21.03.18 (iii)

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

Evaluation on Functionality of the Board of Management 20_21

Showing 12 of 12 responses

Showing **all** responses

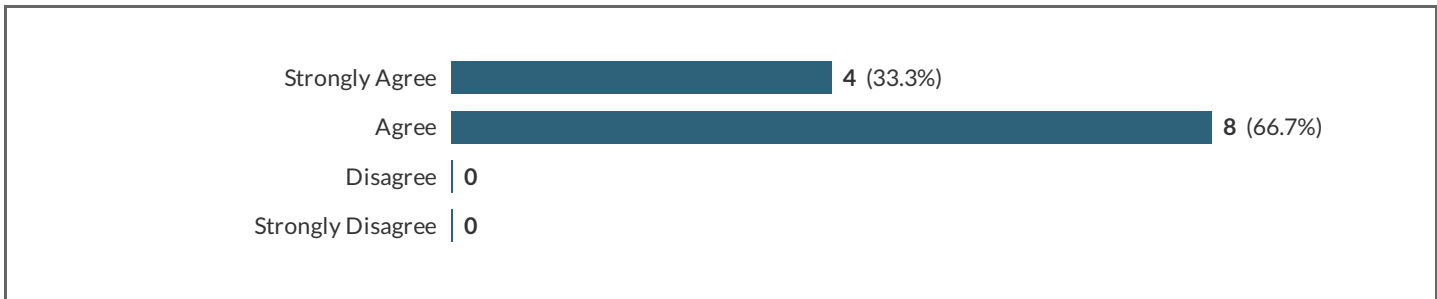
Showing **all** questions

Response rate: 12%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

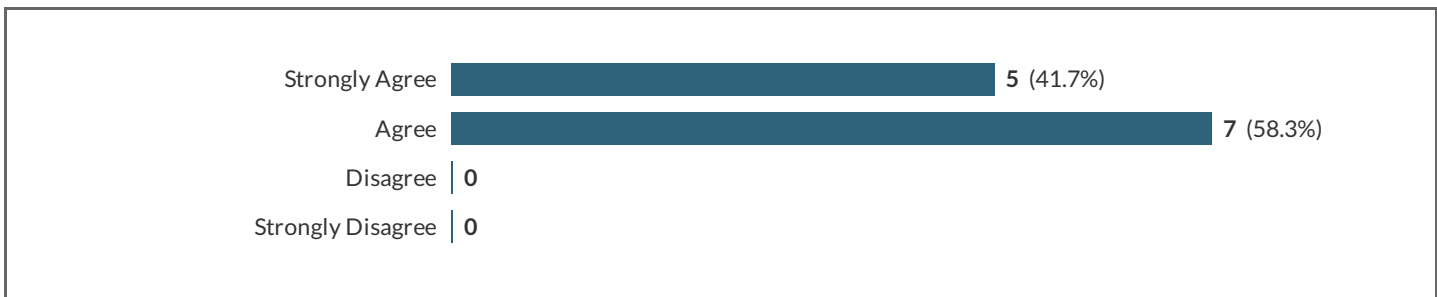
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



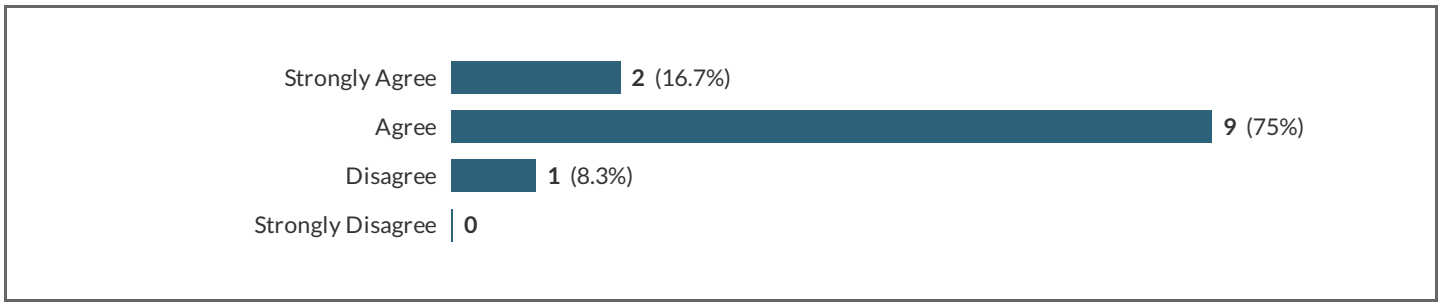
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



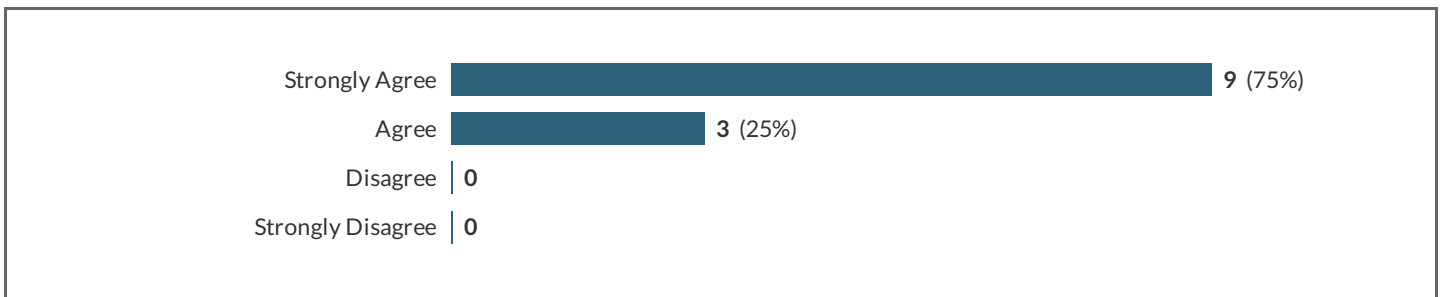
2 Please provide any comments you would like to make on individual Committee members' contribution

Showing first 5 of 7 responses	
Everyone is given the opportunity to express themselves and encouraged to do so by the Chair	685002-684993-73060097
Just a bit disappointed with the Student members and we need to work harder to get them involved	685002-684993-73724779
No comments	685002-684993-75130431
We need to ensure that the newly elected HISA members, once they take up their role, are provided with training and support so that they can contribute fully to Board meetings.	685002-684993-75393846
None	685002-684993-79568306

3 Would you agree that the Chair leads the Committee effectively in that:

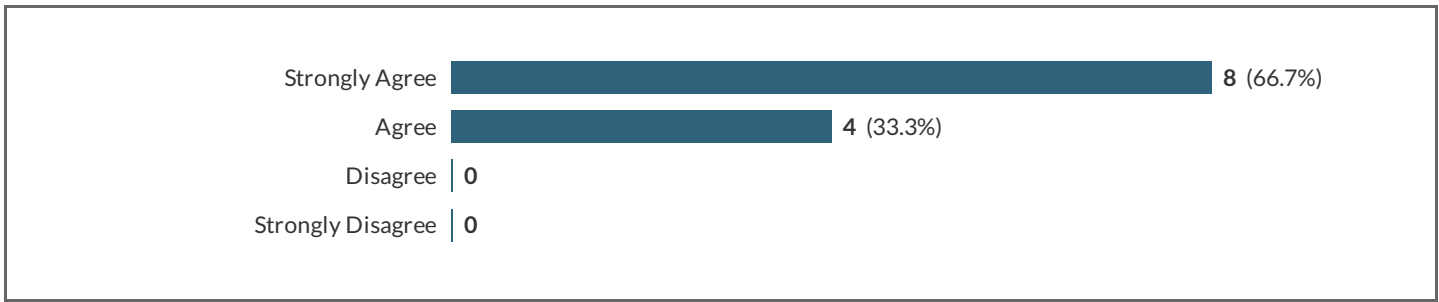
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



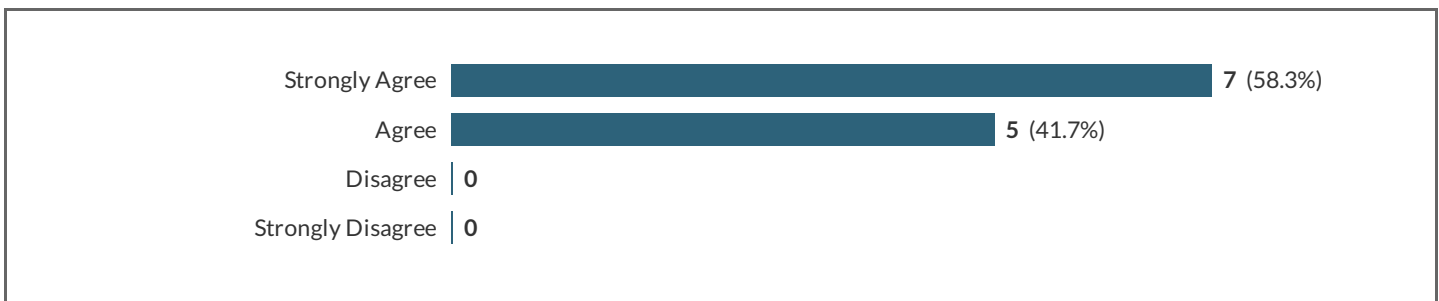
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



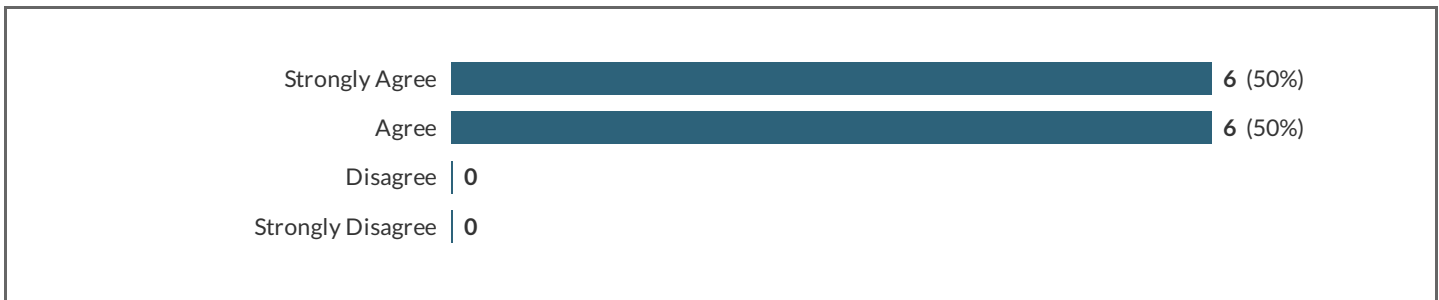
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



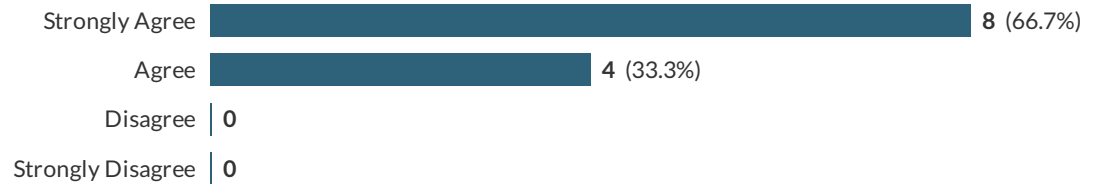
3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



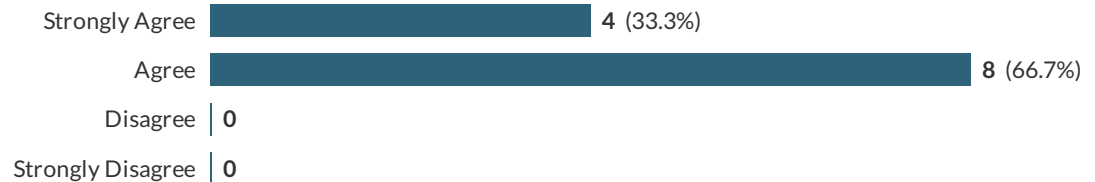
4 Please provide any comments you would like to make on the Chair's role and effectiveness

Showing first 5 of 6 responses	
The Chair undertakes his role with experience and understanding. He is an extremely effective Chair who will encourage everyone to take part in the discussions and encourage debate	685002-684993-73060097
I am the Chair and a bit difficult to be quite so conceited as to suggest strongly agree!!	685002-684993-73724779
No comments	685002-684993-75130431
Peter's approach is one of inclusivity and he has managed our virtual meetings excellently.	685002-684993-75393846
None	685002-684993-79568306

5 Are you satisfied that the Board focuses most of its attention on significant strategy or policy issues so that:

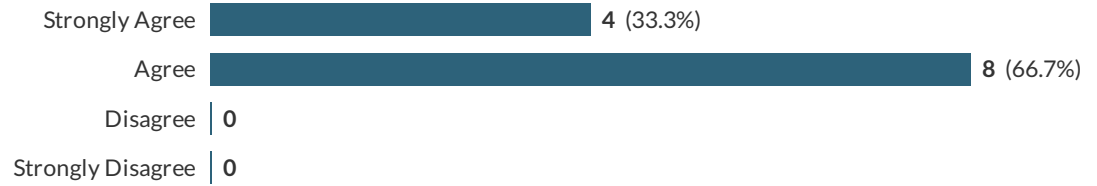
5.1 It has a strategic vision of how the College should be evolving?

5.1.a It has a strategic vision of how the College should be evolving?



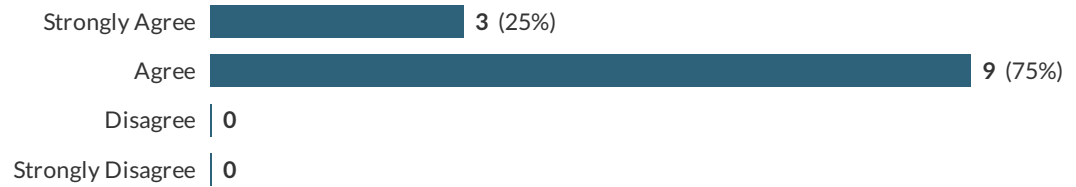
5.2 It has developed a shared vision, values and aims and plans for continuous improvement?

5.2.a It has developed a shared vision, values and aims and plans for continuous improvement?



5.3 It has identified key indicators for tracking the progress of the College's objectives?

5.3.a It has identified key indicators for tracking the progress of the College's objectives?



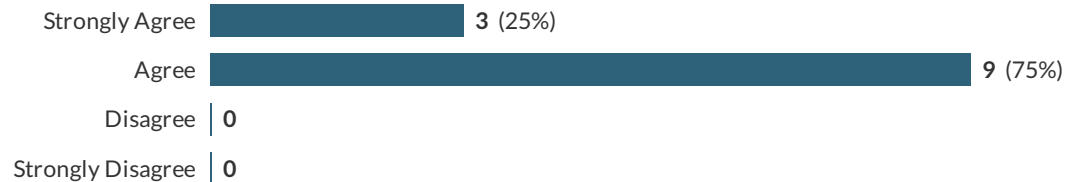
5.4 Board members understand their role and responsibilities in setting the strategic direction of the College?

5.4.a Board members understand their role and responsibilities in setting the strategic direction of the College?



5.5 the board engages with staff, the Students' Association and stakeholders to improve outcomes for learners

5.5.a the board engages with staff, the Students' Association and stakeholders to improve outcomes for learners



6 Identify how the Board provides strategic support and challenge to secure high quality provision and ongoing improvement

Showing first 5 of 11 responses	
Stakeholders are involved in discussions/debate. Stakeholder evaluation.	685002-684993-73060097
Works closely with the SLT and involves in normal times in college events meeting staff and students	685002-684993-73724779
The board sets high standards and expectations and are willing to robustly challenge the SLT to ensure it meets these	685002-684993-74917783
Through the reports asked for at Board Meetings and then asking pertinent questions. By ensuring implementation of the current strategic plan and that future strategic plans are developed in partnership.	685002-684993-74955911
By the inclusion of all of the executives of the college within the Board meetings	685002-684993-75124156

7 Identify how the Board assures itself that evaluation and enhancement reports are accurate and balanced

Showing first 5 of 11 responses	
The Board discusses the reports and authors invited to attend meetings, with a balanced view sought from all elements referred to.	685002-684993-73060097
We have a very efficient Audit committee who reports to this. The board itself also interrogates reports as received and takes part in reviews of subject areas	685002-684993-73724779
The board provides challenge to ensure reports are just and relevant	685002-684993-74917783
Through the committee structure where more time can be spent on reporting and questioning. Agenda setting by chairs of committees to ensure relevant issues are reported to the committees.	685002-684993-74955911
Lots of questioning	685002-684993-75124156

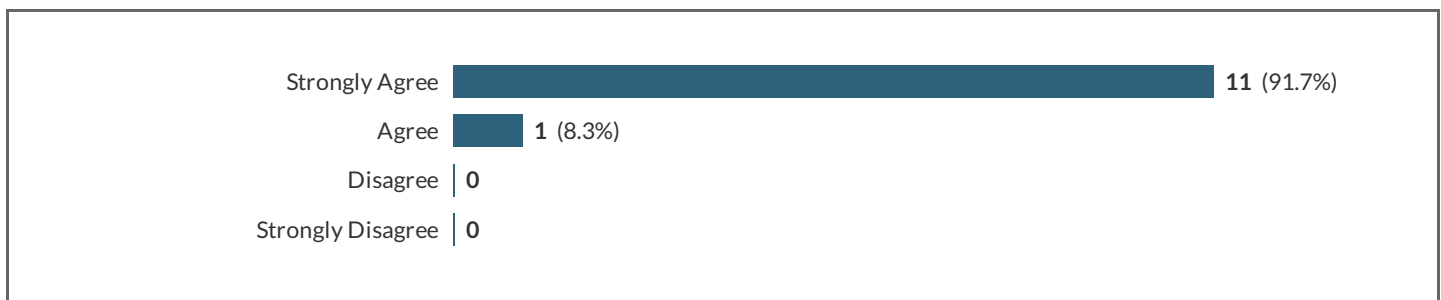
8 Please provide any comments you would like to make on the Committee's role and responsibilities (Optional)

Showing all 5 responses	
The committee is clear on role and responsibility - if there is any misunderstanding on this point there is open discussion	685002-684993-73060097
Sometimes the board shifts into operational and strategic matters rather than the governance need	685002-684993-75124156
No comment	685002-684993-75130431
In respect of the Board (not per question committee), most members understand their role and responsibility. We do need to ensure we provide same to our HISA members.	685002-684993-75393846
None	685002-684993-79568306

9 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

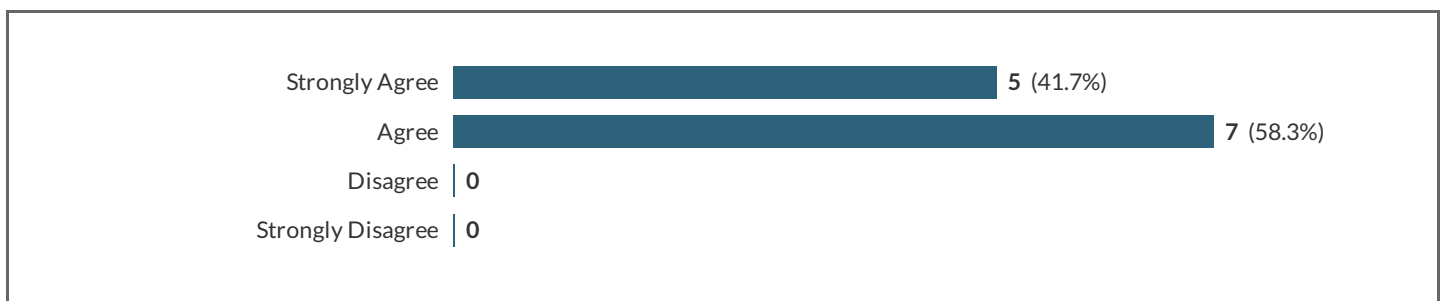
9.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

9.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



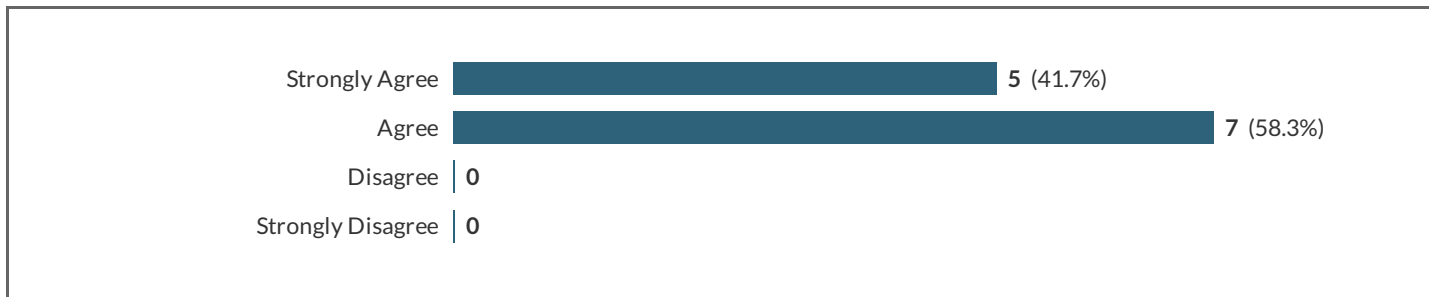
9.2 The Board receives appropriate and quality information and papers to support its work?

9.2.a The Board receives appropriate and quality information and papers to support its work?



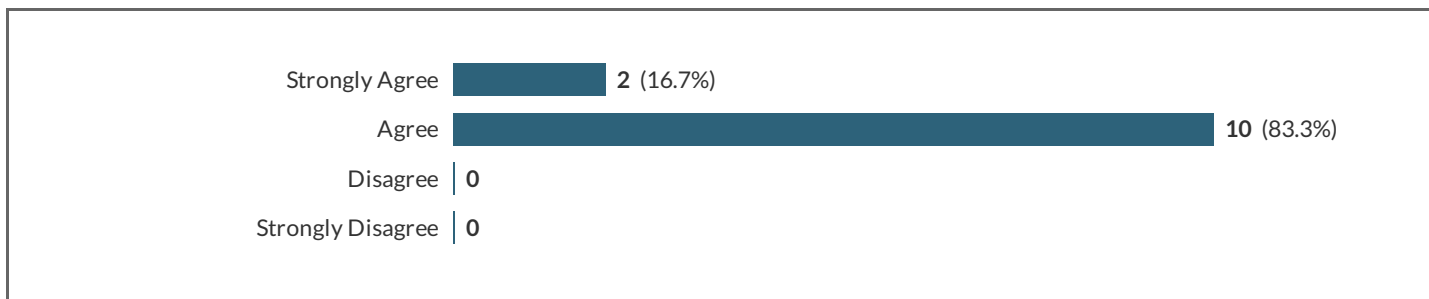
9.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

9.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



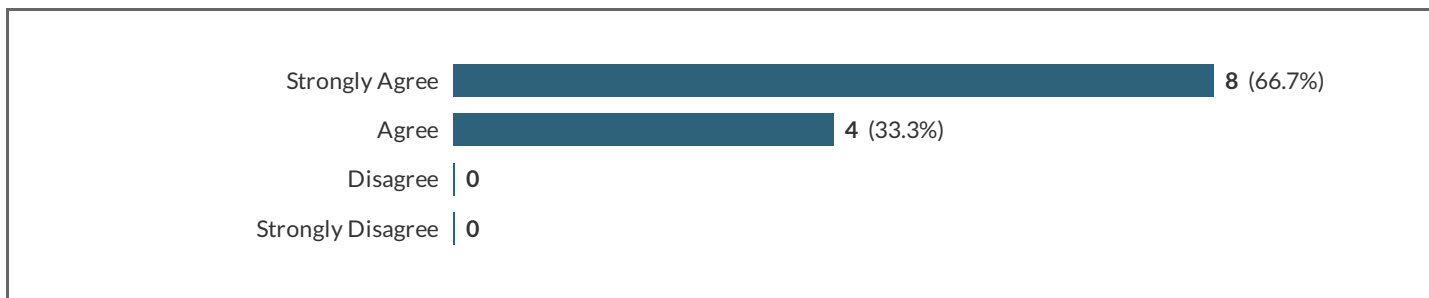
9.4 Actions are undertaken effectively and timeously?

9.4.a Actions are undertaken effectively and timeously?



9.5 The Board has continued to operate effectively during Covid-19 and its governance obligations have been met?

9.5.a The Board has continued to operate effectively during Covid-19 and its governance obligations have been met?



10 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

Showing first 5 of 12 responses	
They are right	685002-684993-73060097
Need to try and move towards the future more again and get away from the past financial constraints. Moray Growth deal, opportunities to campus management, sustainability will all form part of the new Strategic plan	685002-684993-73724779
Because of the challenges faced this year with Covid, and, more recently, the cyber incident, much more has necessarily been focused on making sure business has continued rather than only looking at strategy.	685002-684993-74546272
Covid-19 has been an unavoidable distraction for the board. The board need to get back to more ordinary matters of operational delivery and improvement, finance and governance as soon as possible.	685002-684993-74917783
About right, but a clear strategic plan for the future is now needed. The focus this year has been on continuity of teaching and learning due to covid and managing the finances.	685002-684993-74955911

11 What are your views on how the College has responded to the challenge of operating during the Covid-19 pandemic?

Showing first 5 of 12 responses	
Good	685002-684993-73060097
I could not be prouder	685002-684993-73724779
It seems that everyone, from Principal through SLT down through all staff and students, has pulled together to adapt to ever-changing situation. Inevitably there has been some inability to deliver the more hands-on courses, but no one area has been found to have fallen behind more than another, and student retention is pleasingly high.	685002-684993-74546272
Very well	685002-684993-74917783
Very successful due to the systems already in place to improve the student experience and support.	685002-684993-74955911

12 What are your views on the matters which the Board should be looking at in the future?

Showing first 5 of 12 responses	
Financial is the most important matter and has been for the past 4 years - this needs to continue but also to ensure income from all other opportunities are reviewed and prioritised, rather than focusing solely on cost savings	685002-684993-73060097
See 10 above	685002-684993-73724779
The ongoing work to satisfactorily streamline across UHI as well as support Moray Growth Deal projects.	685002-684993-74546272
As above	685002-684993-74917783
Increasing student numbers, making sure the courses provided are relevant for the future and the Moray economy in particular, increasing Moray Colleges reputation as a provider of high quality learning and teaching, engaging to maximum effect with the local community, being an major influencer in matters pertaining to the UHI. And, of course, doing all that within the limitations of the financial budget.	685002-684993-74955911

13 How can the Board's organisation and overall performance be improved?

Showing first 5 of 11 responses	
CPD events would be helpful to inform and update - also how we can learn from others	685002-684993-73060097
We are undertaking a skills review to find gaps but on top of this we need to start thinking about some succession planning	685002-684993-73724779
Clear succession routes.	685002-684993-74546272
Communication with the Board has been good throughout the last year but virtual meetings are hard going. Going back to face to face meetings will help, as will having less formal opportunities to meet other Board members and the SLT. This has been particularly hard on new Board members.	685002-684993-74955911
Meetings being concise and not shifted around diaries last minute. The overall performance of the Board is good.	685002-684993-75124156

Evaluation of Functionality of the Audit Committee 20_21

Showing 4 of 4 responses

Showing **all** responses

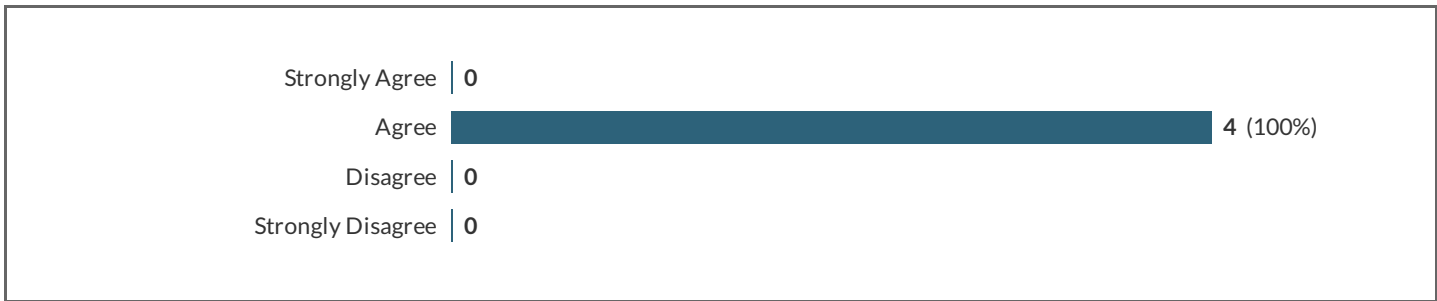
Showing **all** questions

Response rate: 4%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

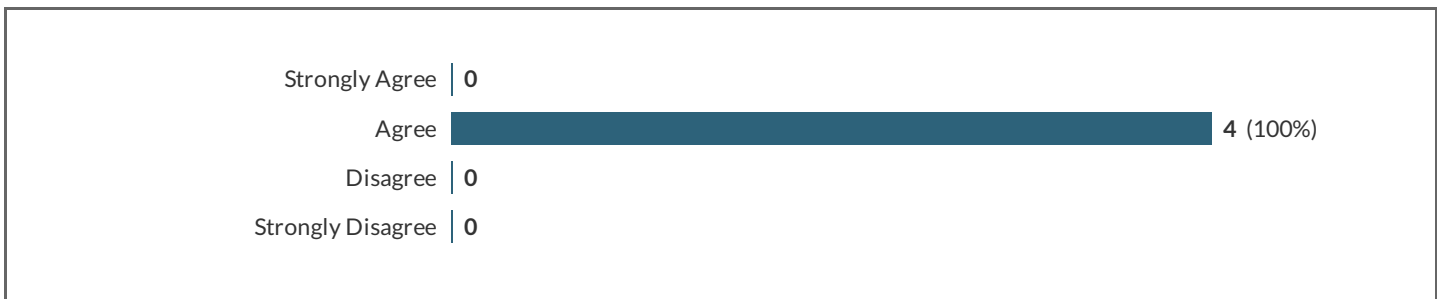
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



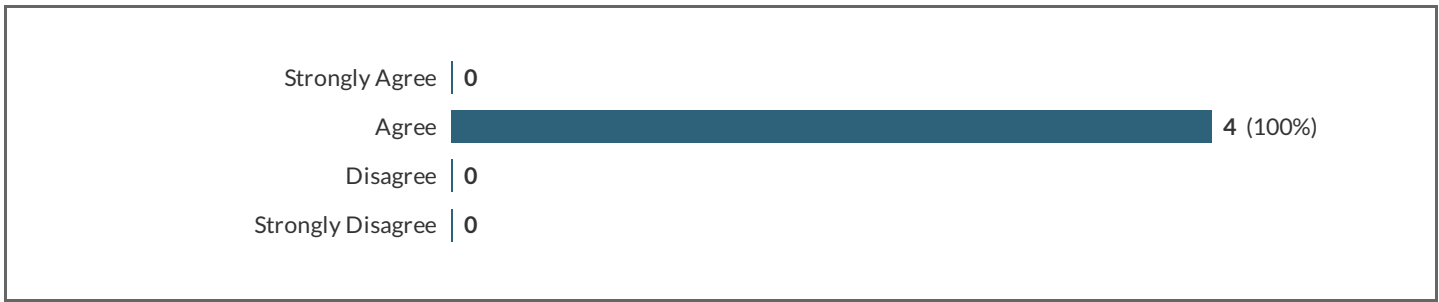
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



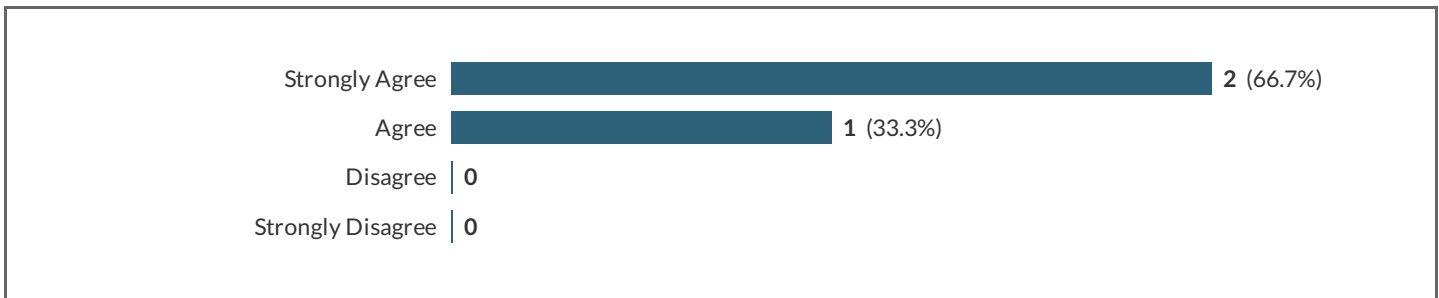
2 Please provide any comments you would like to make on individual Committee members' contribution

Showing all 3 responses	
We need to ensure that our newly elected HISA member is provided with support and training on their role on the Audit Committee as well as an overview of the papers that can be presented to same.	685003-684994-75393322
AC Chair is focused and aware of the importance of relationships with attending members of SLT, HISA, External Audit and Internal Audit, and, by inviting our comments and opinions, ensures we contribute effectively.	685003-684994-79586850
It's good that the student members contribute to the work of the committee, but it might be helpful if eg HISA were to support student members of the Audit Committee by offering guidance/ training on the work of the Committee if needed, in addition to the induction training.	685003-684994-79785349

3 Would you agree that the Chair leads the Committee effectively in that:

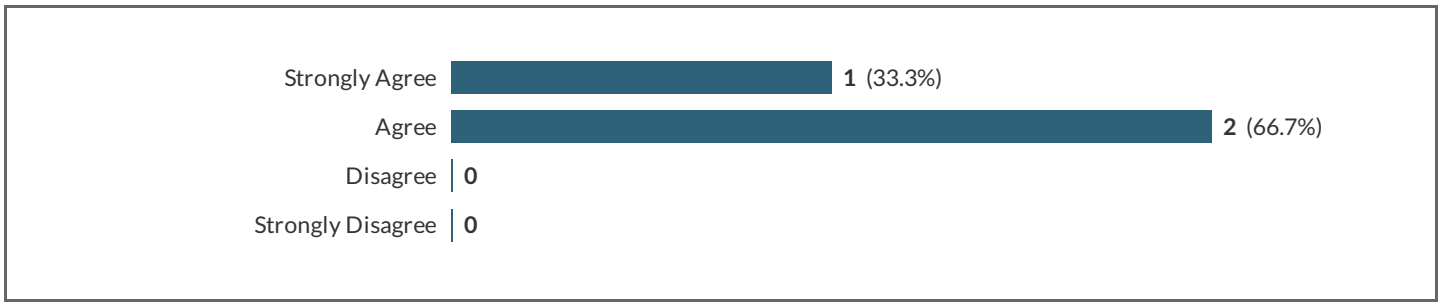
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



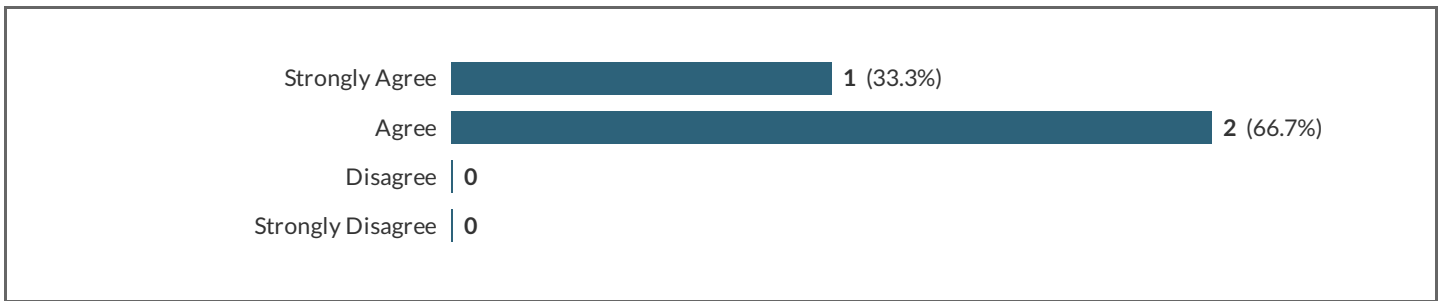
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



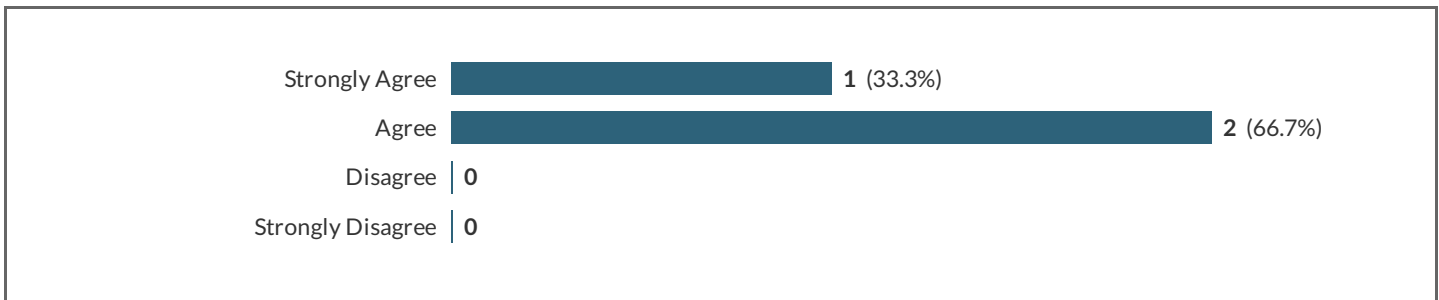
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



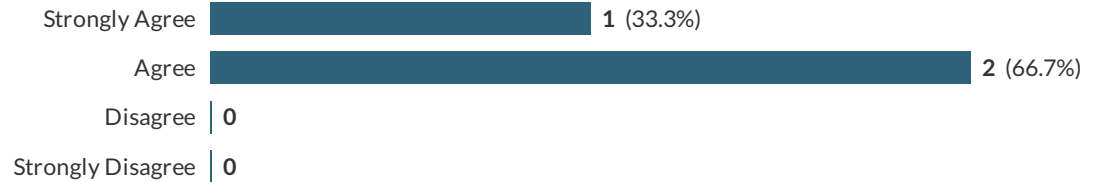
3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



4 Please provide any comments you would like to make on the Chair’s role and effectiveness

Showing all 2 responses	
Jessie's ability to chair virtual meetings has been commendable.	685003-684994-75393322
Comments provided in Q2.	685003-684994-79586850

5 The Audit Committee’s key role is to give assurance to the Board of Management on the College’s compliance with corporate governance requirements and good practice guidance. Are you satisfied that you/the committee

5.1 Receives relevant reports to ensure that appropriate systems are in place to safeguard the College’s assets and to minimise the risk of fraud

5.1.a Receives relevant reports to ensure that appropriate systems are in place to safeguard the College’s assets and to minimise the risk of fraud



5.2 Has sufficient expertise and knowledge to enable it to assess the College’s compliance with requirements?

5.2.a Has sufficient expertise and knowledge to enable it to assess the College’s compliance with requirements?



6 Please provide any comments you would like to make on the Committee’s role and responsibilities (Optional)

Showing all 3 responses	
I wish the Board had been able to hold the annual risk workshop and that we were all (Board of Management) familiar with and understood Moray College's key risks. The risk reports, as required by UHI, are not helpful to having meaningful and insightful discussions on risk.	685003-684994-75393322
I find risk management reporting lacks effectiveness. Risk management should be easily understood and a vehicle to focus on key risks to Moray College. However, due to the need to use the UHI corporate tool to report risks, it is not. (Note, this is a critique of the UHI tool and not how the SLT manage risk).	685003-684994-79586850
The Committee has to be aware of the changing risk profile, as the pandemic and the cyber incident have highlighted, and the measures it needs to take to provide assurance to the board of the College.	685003-684994-79785349

7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

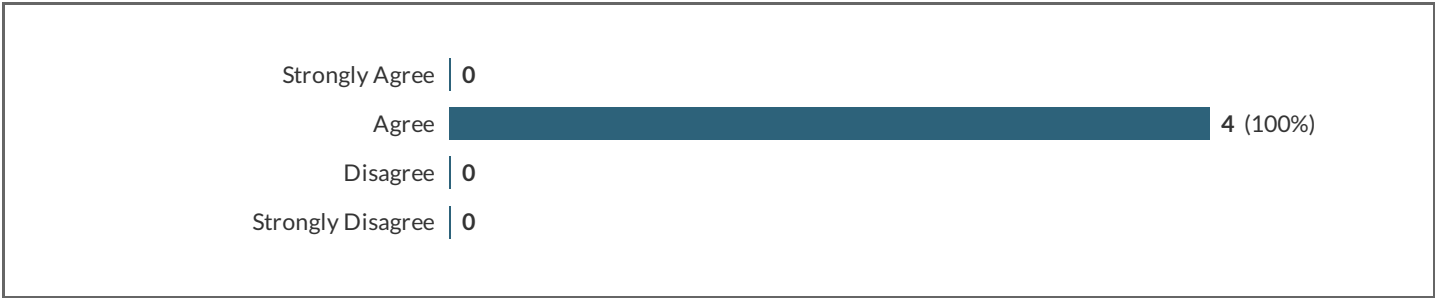
7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



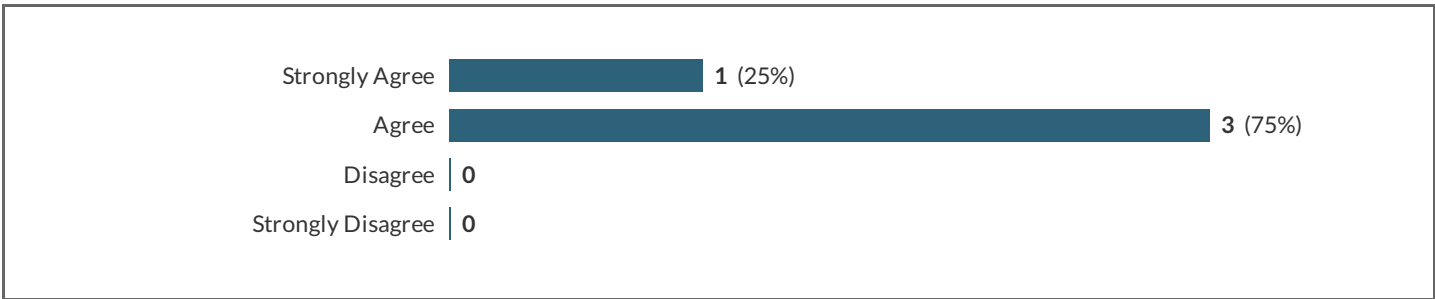
7.2 The Board receives appropriate and quality information and papers to support its work?

7.2.a The Board receives appropriate and quality information and papers to support its work?



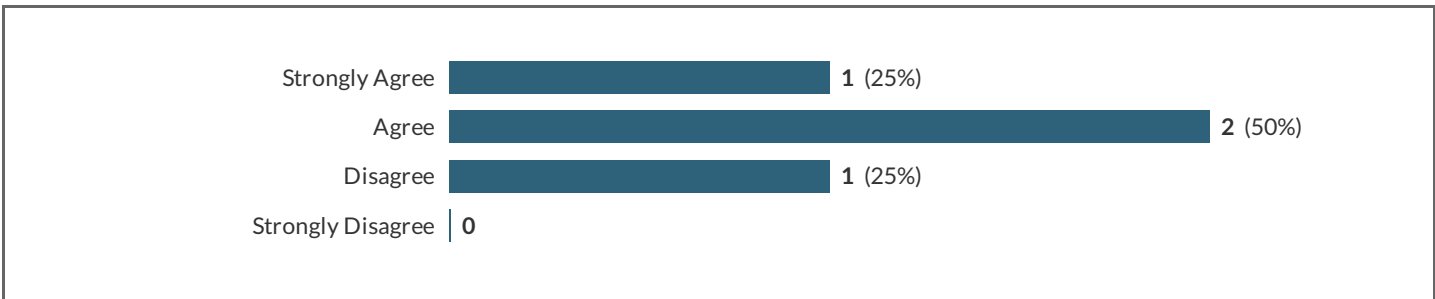
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

Showing all 4 responses	
The Audit Committee focus is appropriate. There are aspects that the Board of Management need to review and update (approach to risk management, risk register, College strategy etc) but these have had to be rescheduled due to ongoing pandemic - not because of a lack of desire.	685003-684994-75393322
The Audit Committee focuses on new risks on the risk register and changes in levels of risk for existing risks. The Audit Committee is currently focused on the update of policies as they fall due. I agree with the focus of the audit committee.	685003-684994-77113928
Focus remains on financial sustainability and the going concern basis of Moray College along with the ongoing incident management requirements for Covid. Given current circumstances, these appear right. I would like to hear more tabled about the student experience (from HISA).	685003-684994-79586850
As above, need to keep under review the changing risk profile, mitigations and assurances from management.	685003-684994-79785349

9 What are your views on the matters which the Board should be looking at in the future?

Showing all 4 responses	
The Board of Management should ensure they : - Review the risk register. - Consider the adequacy of commercial income - how can it be improved? - Agree on the strategic ambitions and objectives for Moray College.	685003-684994-75393322
The Audit Committee should consider how risks have changed from the experience of staff providing education remotely through the pandemic. The policies may require further update as changes are made in the methods of providing education.	685003-684994-77113928
Commercial income and how to generate and secure same to reduce, and ideally remove, concerns around future financial sustainability.	685003-684994-79586850
Set out in Board response. Additionally areas of risk and external focus will change over time and the work of the committee has to take that on board.	685003-684994-79785349

10 How can the Board's organisation and overall performance be improved?

Showing all 4 responses	
This comment does not just impact our performance i.e. it is, I am sure, being experienced across the full Education sector, to move from virtual to physical round table meetings.	685003-684994-75393322
The Audit Committee has a good mix of skills and experience.	685003-684994-77113928
Given current circumstances we cannot yet meet in person. That is a pity as we lose some of the interaction via Teams (although these are very well managed). I hope we do manage to meet in person for the annual development day and that it includes a review of risk. That would bring visibility of the key risks front and central for all BoM members.	685003-684994-79586850
Need to ensure we have a good balance of expertise in the Committee.	685003-684994-79785349

Evaluation on Functionality of the Finance and General Purposes Committee 20_21

Showing 3 of 3 responses

Showing **all** responses

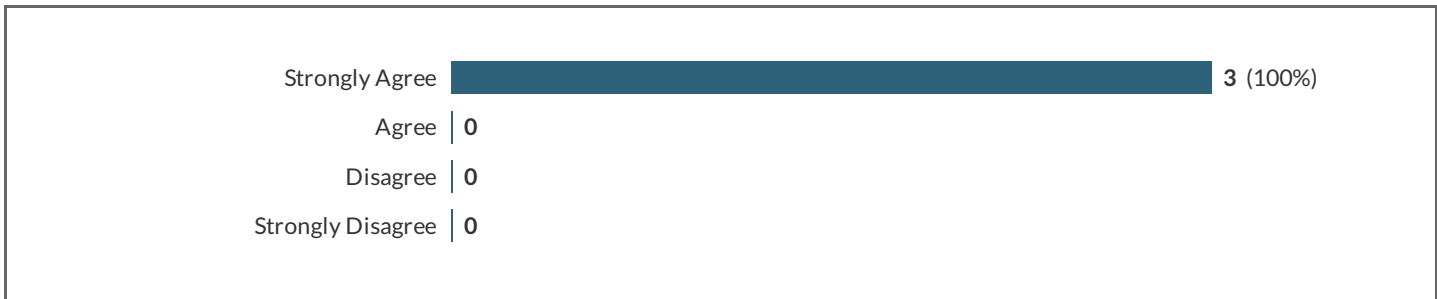
Showing **all** questions

Response rate: 3%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

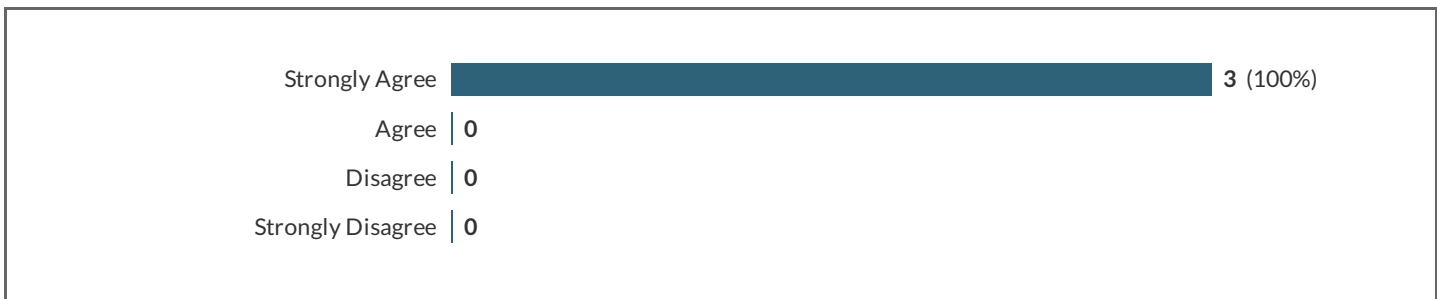
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



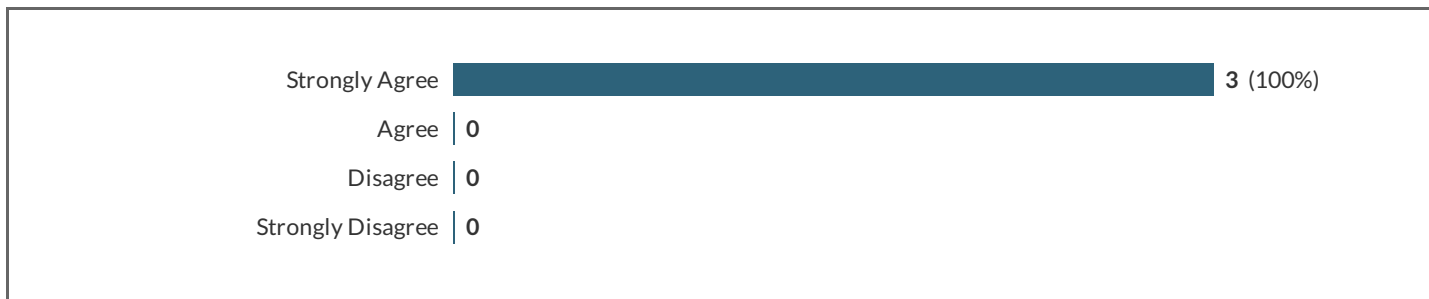
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



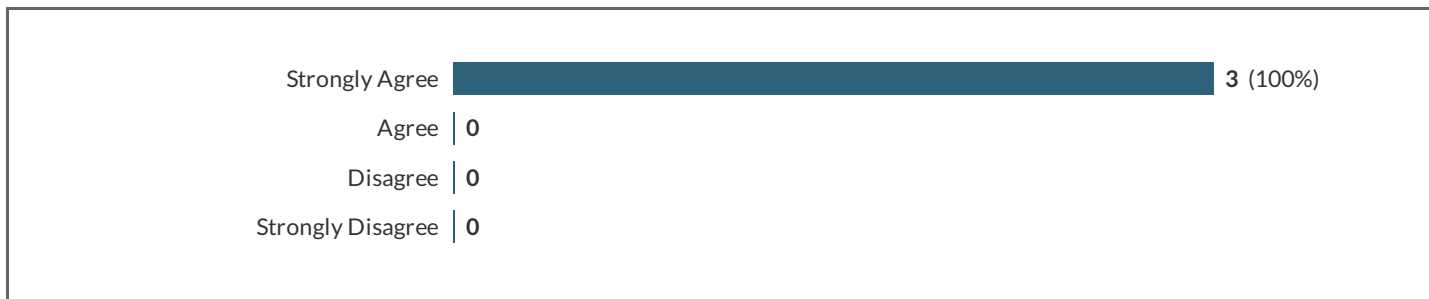
2 Please provide any comments you would like to make on individual Committee members' contribution

Showing all 3 responses	
All committee members contribute well	684999-684990-73062065
Good and robust debate with good knowledge ably chaired by Murray Easton	684999-684990-73725375
I think the membership currently on the F&GP is good. they are experienced and contribute well.	684999-684990-75124924

3 Would you agree that the Chair leads the Committee effectively in that:

3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



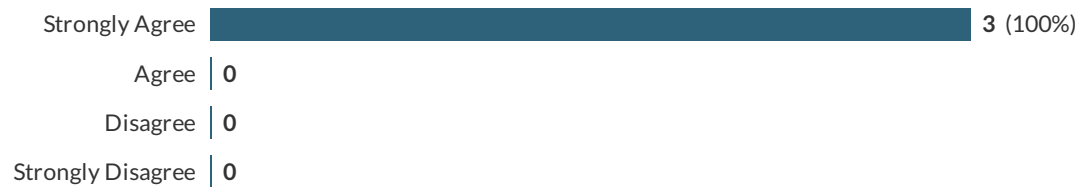
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



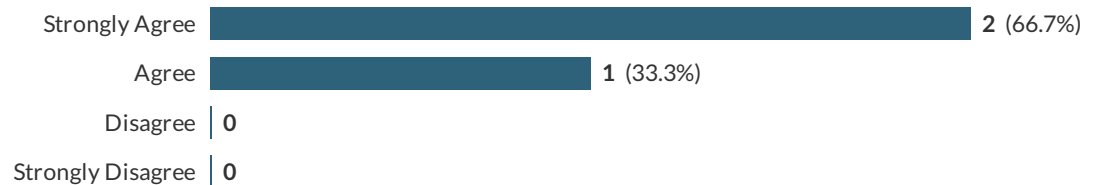
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



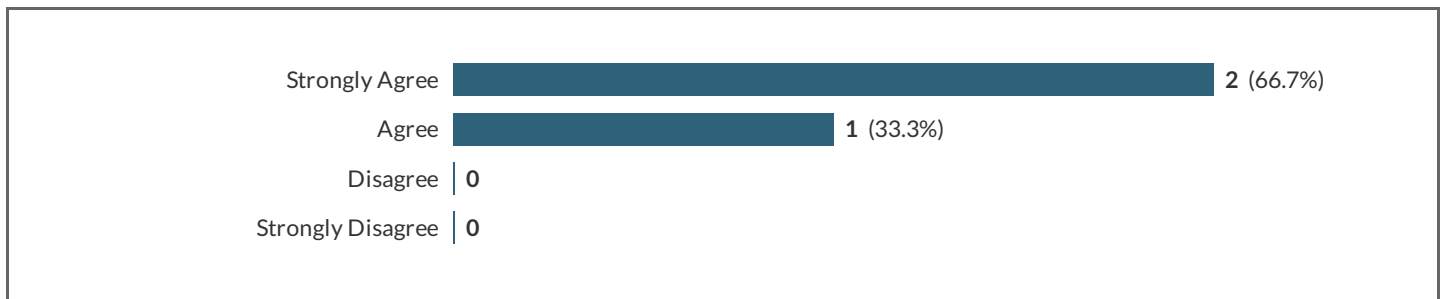
4 Please provide any comments you would like to make on the Chair's role and effectiveness

Showing all 3 responses	
The Chair undertakes the role with experience and leadership, encouraging participation and debate	684999-684990-73062065
Murray has a deep and clear understanding of the role of this committee and has taken this on to a role in the UHI F&GP	684999-684990-73725375
One page responses is a key within this committee's request. The committee flows well.	684999-684990-75124924

5 The Finance and General Purposes Committee's key role is to approve the College's financial strategy and annual budget and to monitor actual financial performance against the budget and key performance indicators. Are you satisfied that you/the Committee:

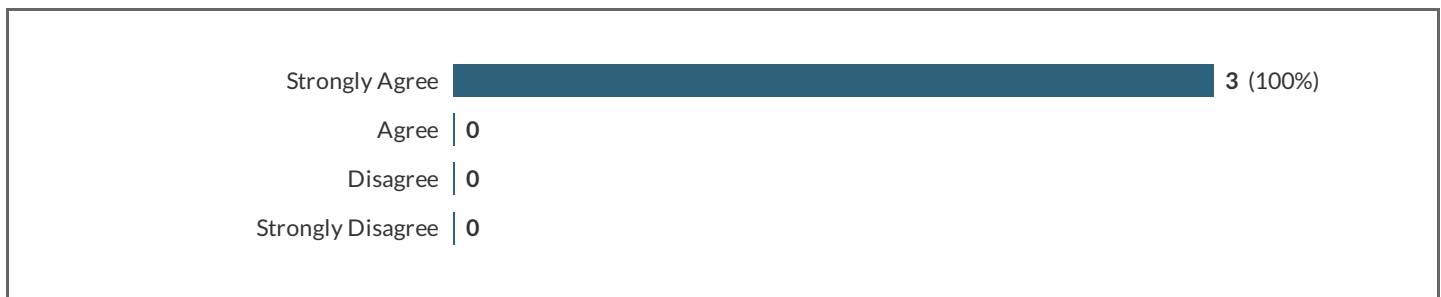
5.1 Receives relevant reports in order to be able to monitor and secure the economical, efficient and effective management of the College's resources and expenditure?

5.1.a Receives relevant reports in order to be able to monitor and secure the economical, efficient and effective management of the College's resources and expenditure?



5.2 Has sufficient expertise and knowledge to enable it to assess the College's compliance and requirements?

5.2.a Has sufficient expertise and knowledge to enable it to assess the College's compliance and requirements?



6 Please provide any comments you would like to make on the Committee's role and responsibilities (Optional)

Showing 1 response

a well rounded committee with good expertise within the committee

684999-684990-75124924

7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



7.2 The Board receives appropriate and quality information and papers to support its work?

7.2.a The Board receives appropriate and quality information and papers to support its work?



7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

Showing all 3 responses	
The current focus is on reducing costs, which is right, however we must also look to increasing income to achieve sustainability	684999-684990-73062065
Financial stability must be dead centre and it is	684999-684990-73725375
in relation to the F&GP, the focus is appropriate and beneficial	684999-684990-75124924

9 What are your views on the matters which the Board should be looking at in the future?

Showing all 3 responses	
As noted above we must also look to increasing income to achieve sustainability	684999-684990-73062065
How to grow the income base for the college	684999-684990-73725375
The increased financial statue of the college, the staff reductions and what is necessary and what is not.	684999-684990-75124924

10 How can the Board's organisation and overall performance be improved?

Showing all 3 responses	
CPD events would help update the board and keep ideas fresh and relevant.	684999-684990-73062065
I think it is pretty good at present	684999-684990-73725375
The F&GP are an effective committee in my belief	684999-684990-75124924

Evaluation on Functionality of the Learning Teaching and Quality Committee 20_21

Showing 14 of 14 responses

Showing **all** responses

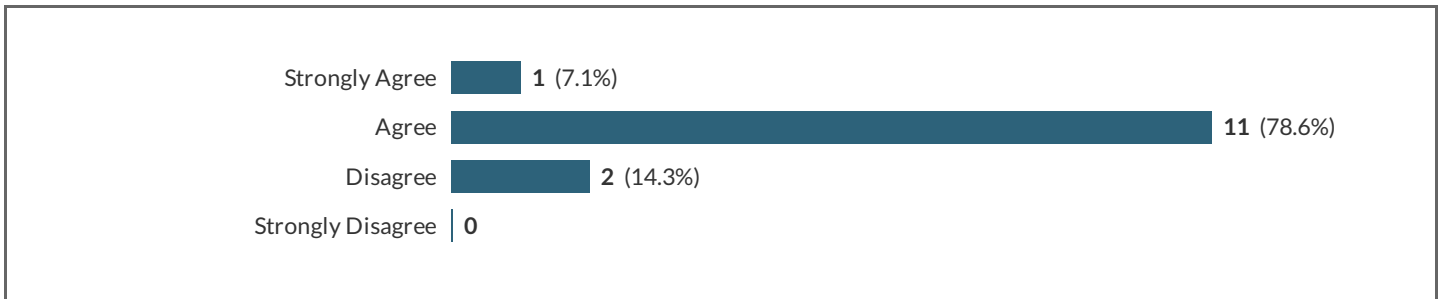
Showing **all** questions

Response rate: 14%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

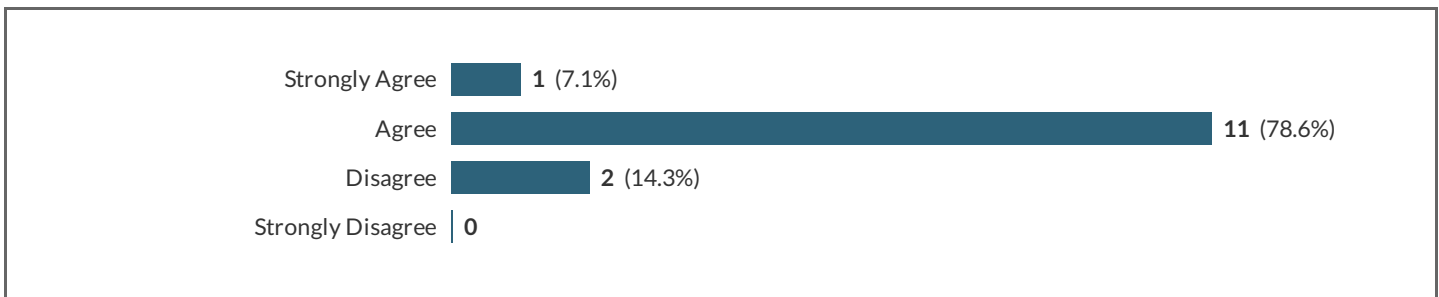
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



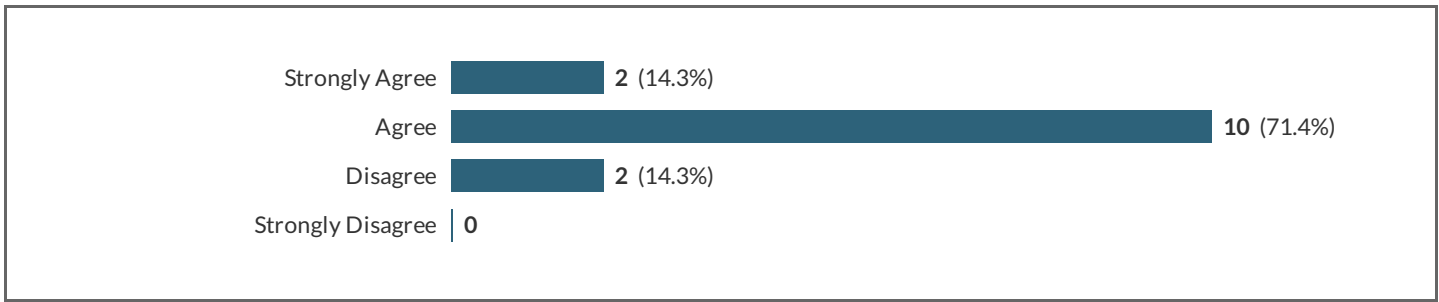
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



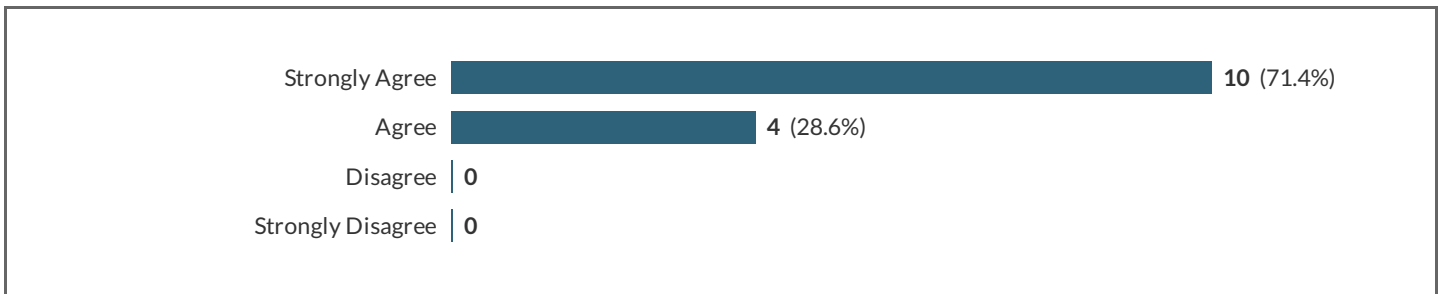
2 Please provide any comments you would like to make on individual Committee members' contribution

Showing first 5 of 6 responses	
Many members of this committee seem happy to spectate during meetings.	684997-684988-74547736
It's obviously proving difficult finding times when everyone is available to attend meeting but this seemed to be easier when College was fully open.	684997-684988-75121024
in reference to the LTQC I feel that the participation of a number of the members on this committee is poor. it is difficult for the Chair to gain responses and flow of discussion at times.	684997-684988-75125860
No comment	684997-684988-75130921
I believe that staff members attending LTQC could be more involved in discussions. There is often very little discussion and feedback around agenda items and information presented to the committee. The Chair makes a huge effort to engage and stimulate discussion but is often met with silence from the majority.	684997-684988-75280558

3 Would you agree that the Chair leads the Committee effectively in that:

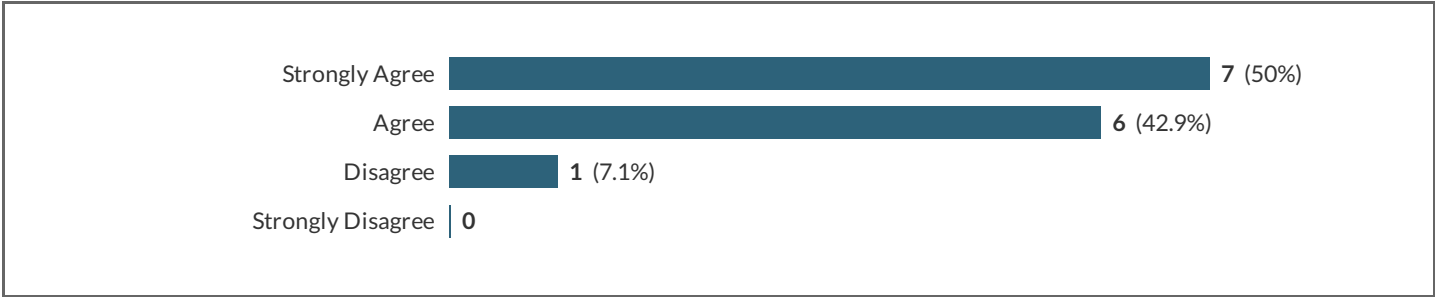
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



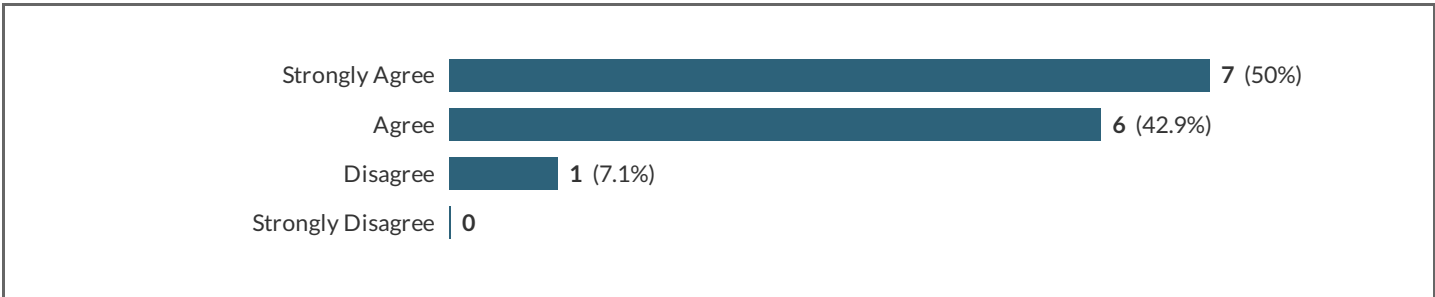
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



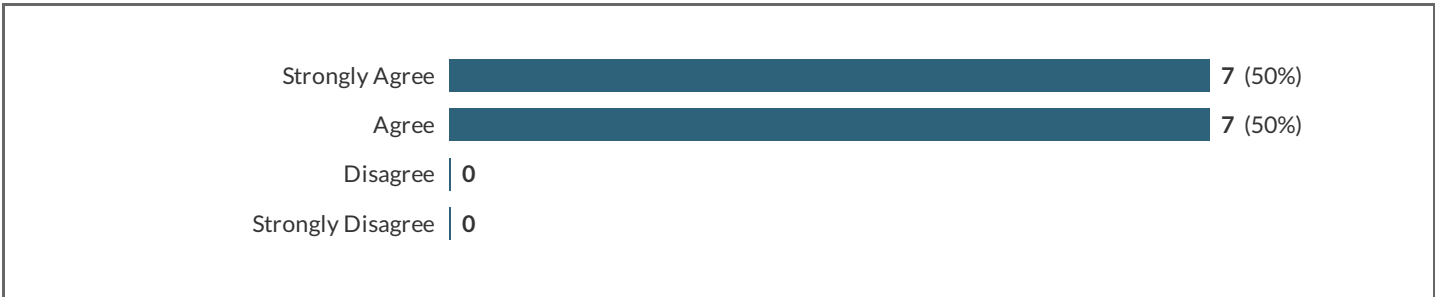
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



4 Please provide any comments you would like to make on the Chair's role and effectiveness

Showing all 5 responses	
Hard for chair to instigate participation from members especailly wehn meeting remotely.	684997-684988-74547736
I feel the chair for the LTQC committee is committed and experienced. They come to the meeting well prepared and informed. The breakdown from there is the lack of engagement from a number of members on the committee, this leads to a lack of constructive and beneficial debate.	684997-684988-75125860
No comment	684997-684988-75130921
The Chair is effective in their role	684997-684988-75280558
NA	684997-684988-79586433

5 The Learning Teaching and Quality Committee's overall remit is to ensure the delivery of relevant and high-quality learning for students. Are you satisfied that you/the Committee:

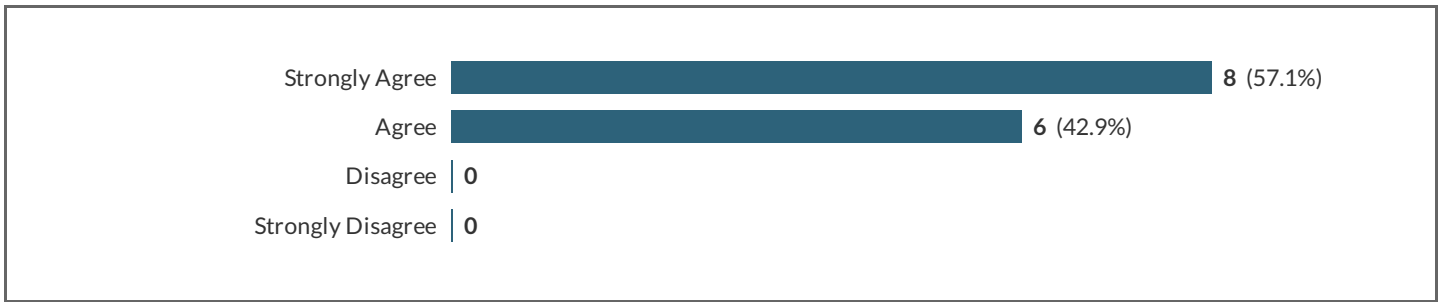
5.1 Are seeking to secure coherent provision for students, having regard to other provision in the region or College's locality

5.1.a Are seeking to secure coherent provision for students, having regard to other provision in the region or College's locality



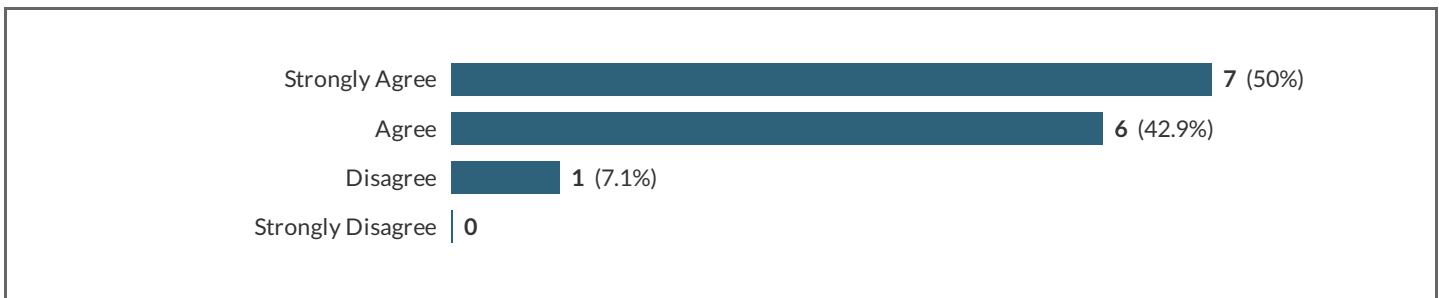
5.2 Are aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employers' bodies.

- 5.2.a Are aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employers' bodies.



- 5.3 Foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.

- 5.3.a Foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.



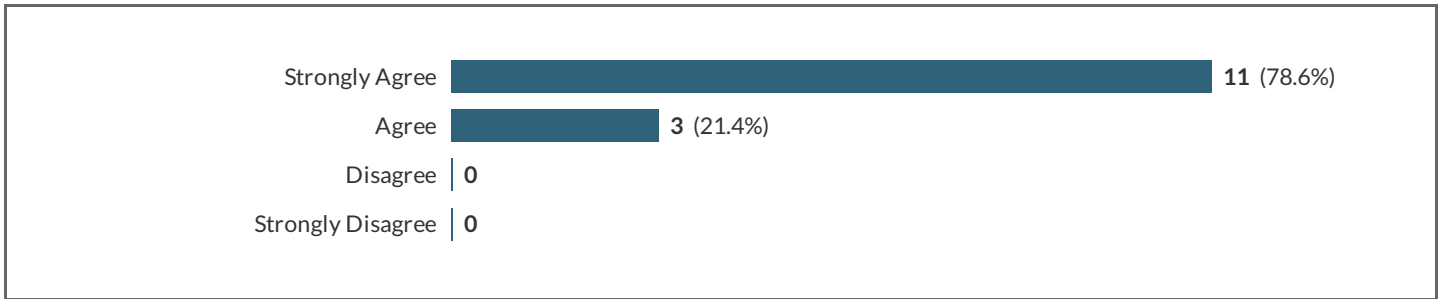
- 6 Please provide any comments you would like to make on the Committee's role and responsibilities (Optional)

Showing all 3 responses	
all of the above points I have ticked are in general positive. I just want to raise again the lack of engagement of some of the LTQC committee, can be inhibiting for the rest of the committee and professional engaging dialogue.	684997-684988-75125860
Good	684997-684988-75130921
I think there could be better awareness of national/international bodies in terms of teaching and research (and practice).	684997-684988-79586433

- 7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

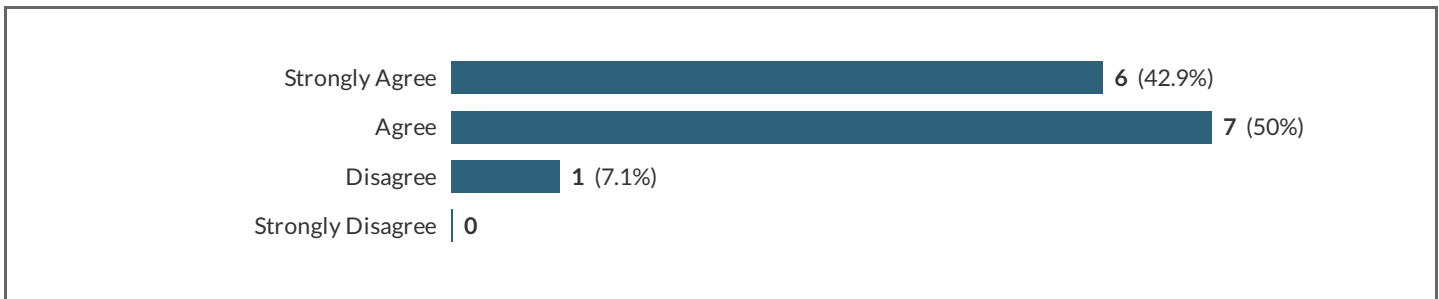
7.1 The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?

7.1.a The Clerk to the Board and Minute Secretary to the Committee provide effective and appropriate advice and assistance to the Board?



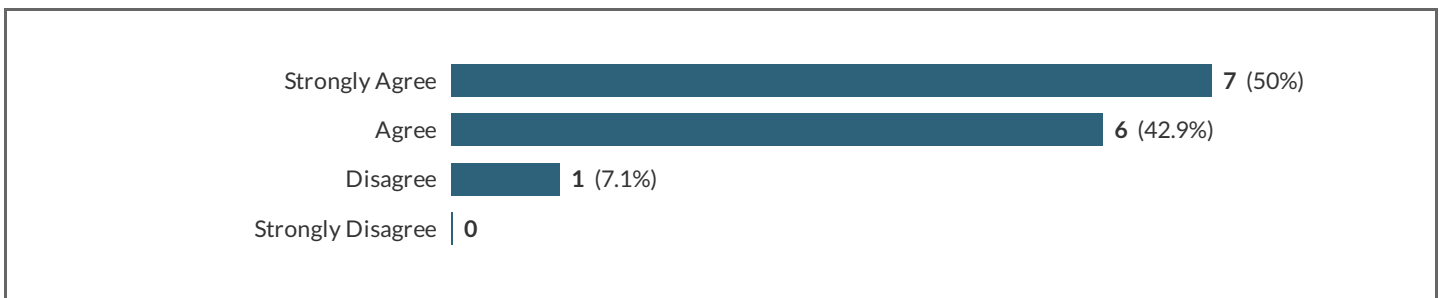
7.2 The Board receives appropriate and quality information and papers to support its work?

7.2.a The Board receives appropriate and quality information and papers to support its work?



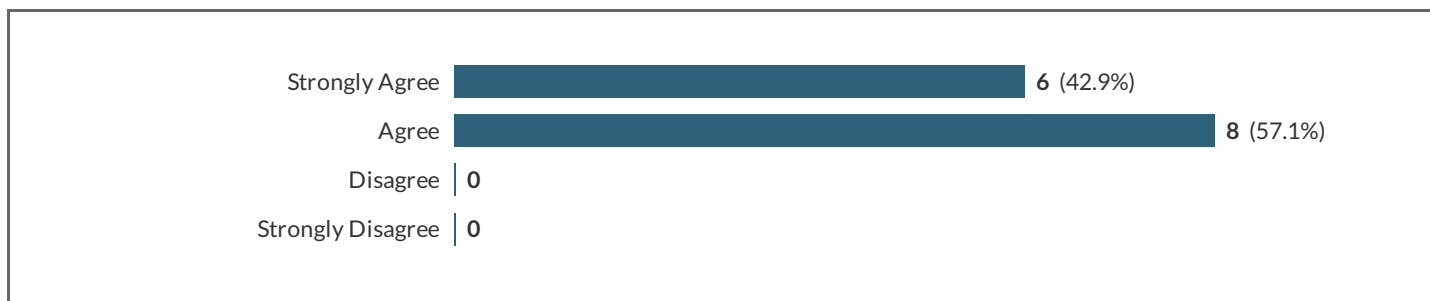
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

7.3.a The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?



7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

Showing first 5 of 6 responses	
Currently the focus for staff is on assessing students' work for this session. Board is satisfied a robust system has been put in place.	684997-684988-74547736
Ok	684997-684988-75119336
About right	684997-684988-75121024
in reference to the LTQC - The agenda in place for each meeting is appropriate.	684997-684988-75125860
About right	684997-684988-75130921

9 What are your views on the matters which the Board should be looking at in the future?

Showing first 5 of 8 responses	
Helping to support enhanced remote provision. Covid will likely be seen as an accelerator of change in this area.	684997-684988-74547736
Curriculum review has to be a priority	684997-684988-75119336
Balance of remote/online learning and face-to-face - what are the key criteria for assessing effectiveness and working out the best mix. Could we create a checklist to reflect on every module offered and identify what is what is the right balance for delivering teaching and facilitating learning.	684997-684988-75121024
in reference to the LTQC, its about the undergoing of the UHI Curriculum Review and change from local ownership to regional ownership. We need to ensure we are always at the table for all of these discussions and debate.	684997-684988-75125860
Research	684997-684988-75130921

10 How can the Board’s organisation and overall performance be improved?

Showing first 5 of 8 responses	
This committee would be improved with improved participation from more of its staff members.	684997-684988-74547736
A lot of papers come last minute so don't have a chance to read and yet get actioned at meeting, clear deadlines should be kept too.	684997-684988-75119336
We need to be careful before signing-off policies and make sure we are properly including stakeholders beyond the Board. For example, the risk assessments and quite in-depth paperwork introduced for taking students out of college on field trips would have benefitted from more input, especially from staff (i.e. Sports lecturers) who tend to organise a significant number of these trips.	684997-684988-75121024
LTQC - A greater participation from the committee members who give no contribution or positivity for the committee and its work.	684997-684988-75125860
Good	684997-684988-75130921

Evaluation on Functionality of the SGC 20_21

Showing 6 of 6 responses

Showing **all** responses

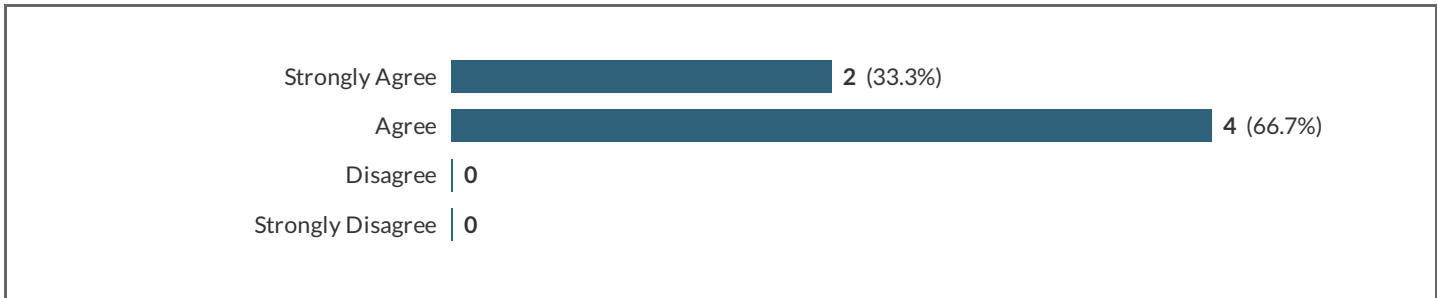
Showing **all** questions

Response rate: 6%

1 Using the scale provided please answer the following questions by selecting the option that most closely represents your opinion

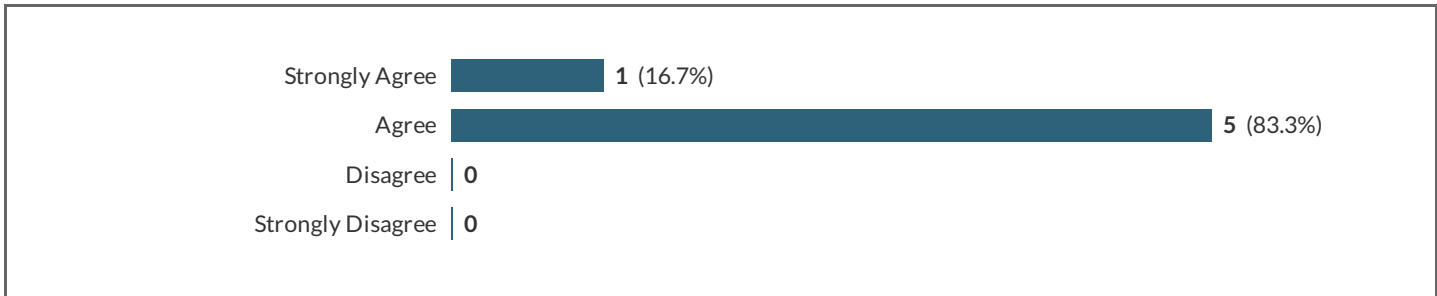
1.1 Members have a sound understanding of the scope and terms of reference of the Board of Management?

1.1.a Members have a sound understanding of the scope and terms of reference of the Board of Management?



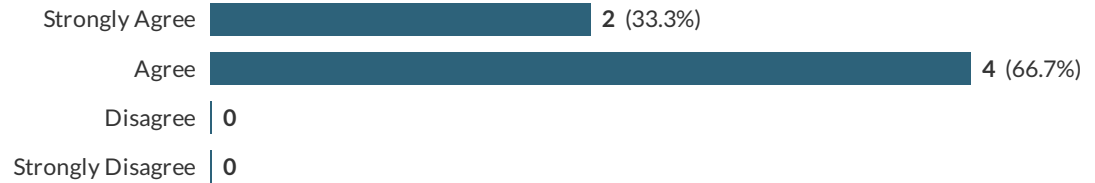
1.2 There is a sufficient level of knowledge and understanding of the role and work of the Board?

1.2.a There is a sufficient level of knowledge and understanding of the role and work of the Board?



1.3 Individual members contribute well to the work of the Board of Management?

1.3.a Individual members contribute well to the work of the Board of Management?



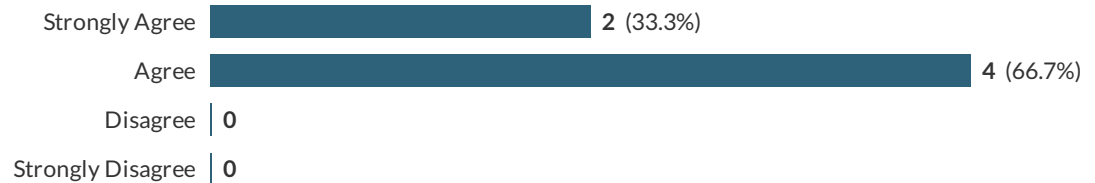
2 Please provide any comments you would like to make on individual Committee members' contribution

Showing all 3 responses	
Some members could provide more input and a different perspective more often	684998-684989-74918538
No comment	684998-684989-75130741
NA	684998-684989-79585865

3 Would you agree that the Chair leads the Committee effectively in that:

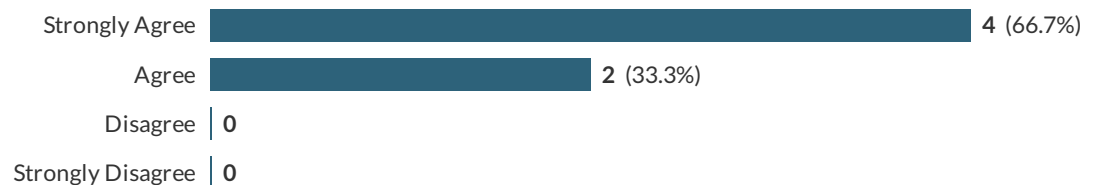
3.1 They focus on the Committee's priorities and respond to the challenges presented?

3.1.a They focus on the Committee's priorities and respond to the challenges presented?



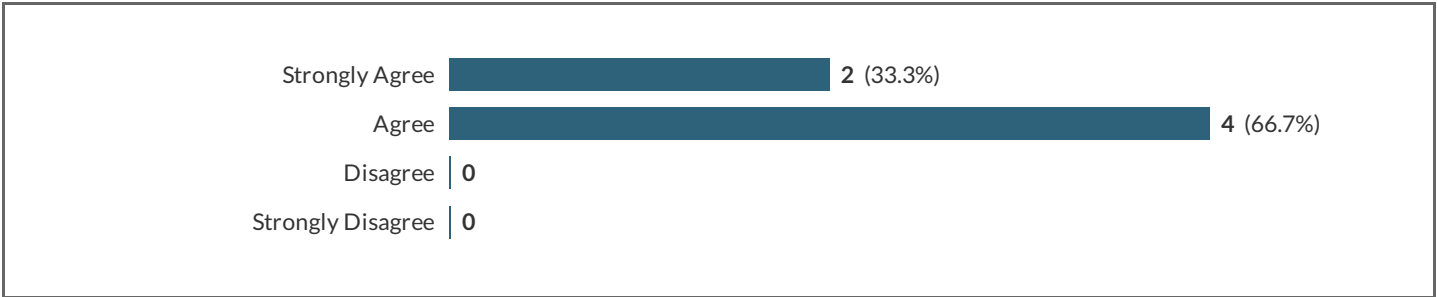
3.2 They facilitate participation and encourage constructive debate including the viewpoint of others?

3.2.a They facilitate participation and encourage constructive debate including the viewpoint of others?



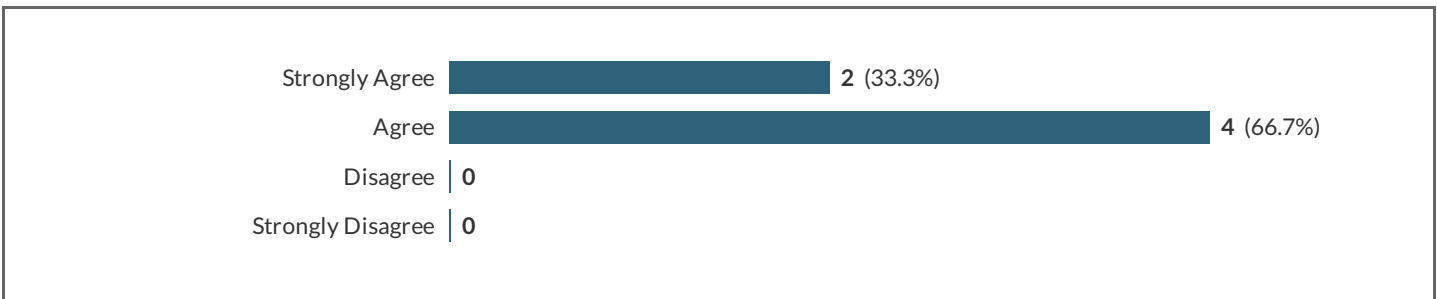
3.3 They bring together a constructive and workable plan of actions from the Board debate?

3.3.a They bring together a constructive and workable plan of actions from the Board debate?



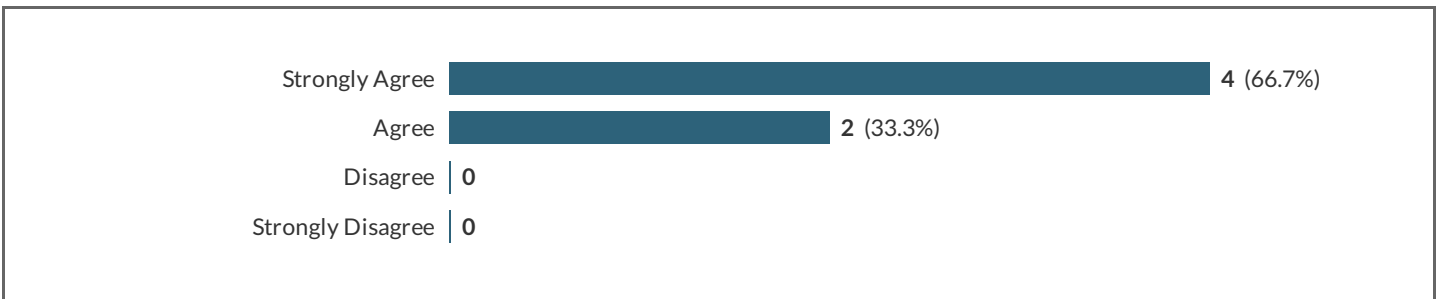
3.4 They ensure that actions identified are completed satisfactorily by the agreed dates?

3.4.a They ensure that actions identified are completed satisfactorily by the agreed dates?



3.5 They demonstrate appropriate leadership for different situations?

3.5.a They demonstrate appropriate leadership for different situations?



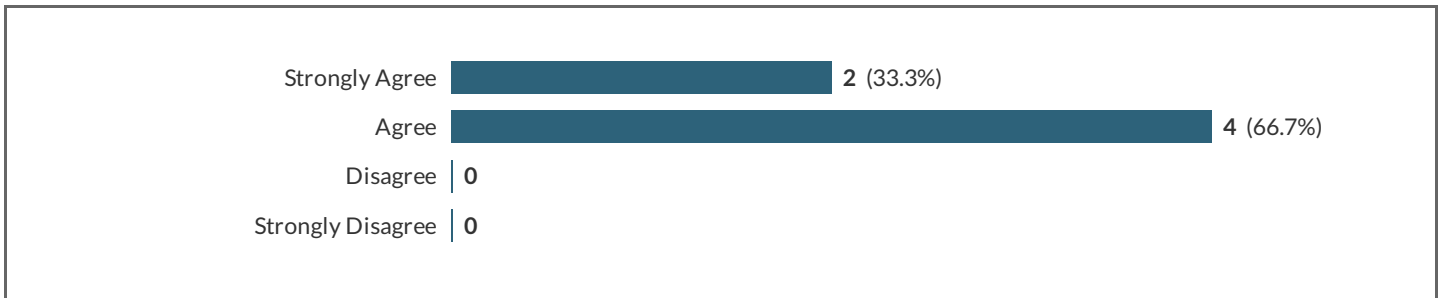
4 Please provide any comments you would like to make on the Chair's role and effectiveness

Showing all 2 responses	
Good	684998-684989-75130741
NA	684998-684989-79585865

5 The Staff Governance Committee’s key role is to ensure an effective corporate system of governance oversight for the management, safety and welfare of the workforce including a strategic workforce planning strategy. Are you satisfied that you/the Committee:

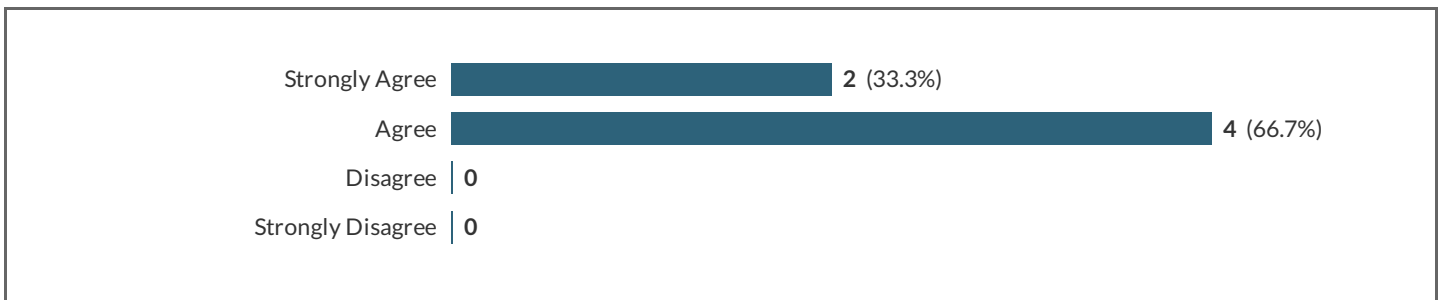
5.1 Receives regular and relevant information and reports about the management, health, safety and welfare of the staff to support effective governance decisions?

5.1.a Receives regular and relevant information and reports about the management, health, safety and welfare of the staff to support effective governance decisions?



5.2 Has sufficient expertise and knowledge available to enable it to assess the College’s compliance with health, safety and welfare obligations, effective employment practices, policies and procedures, industrial relations and equality legislation

5.2.a Has sufficient expertise and knowledge available to enable it to assess the College’s compliance with health, safety and welfare obligations, effective employment practices, policies and procedures, industrial relations and equality legislation



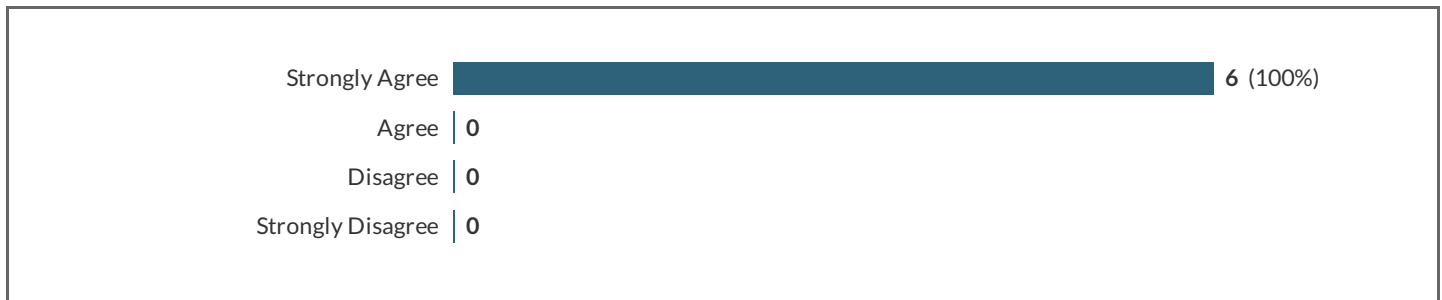
6 Please provide any comments you would like to make on the Committee’s role and responsibilities (Optional)

Showing all 3 responses	
This is a committee that has a wide and varied remit	684998-684989-75125377
No comment	684998-684989-75130741
NA	684998-684989-79585865

7 Using the scale provided please answer the following questions by ticking the box that most closely represents your opinion

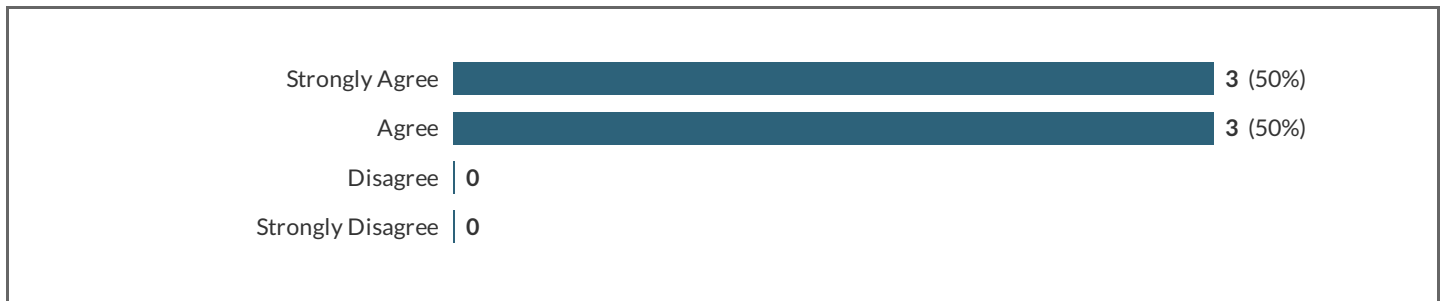
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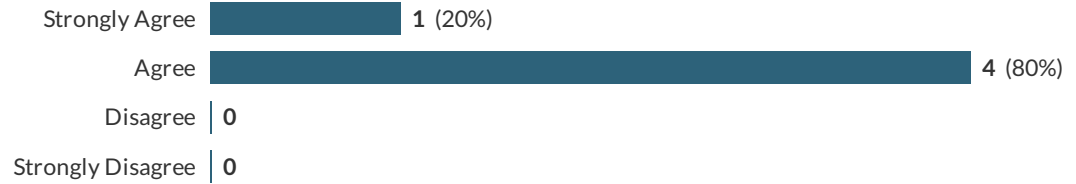
7.2 The Board receives appropriate and quality information and papers to support its work?

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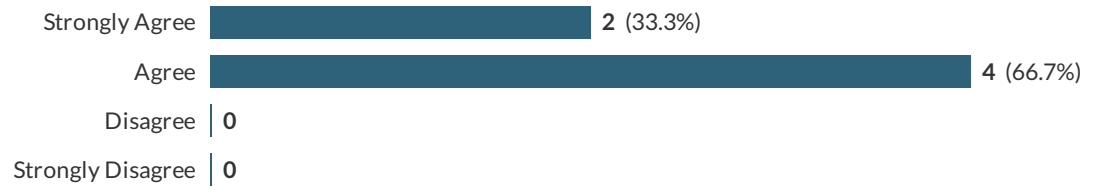
7.3 The Board receives effective and appropriate support from the executive of the College effectively to progress the business of the Committee?

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7.4 Actions are undertaken effectively and timeously?

7.4.a Actions are undertaken effectively and timeously?



8 What are your views on the current matters of focus for the Board – are they about right/what would you look to change?

Showing first 5 of 6 responses	
All going well, with a mixture of focus on reacting to situations and planning ahead.	684998-684989-74547386
Bau safety governance must be priority going forward	684998-684989-74918538
in relation to the staff committee, yes	684998-684989-75125377
About right	684998-684989-75130741
About right	684998-684989-79585865

9 What are your views on the matters which the Board should be looking at in the future?

Showing first 5 of 6 responses	
How to support staff in any future possible blended learning model.	684998-684989-74547386
As above	684998-684989-74918538
Greater awareness and input around the culture of the college and ways to enhance	684998-684989-75125377
Future of lecturing staff post CV	684998-684989-75130741
The board should be looking as to how Research and Practice can be embedded into staff Pedagogic profiles	684998-684989-79585865

10 How can the Board's organisation and overall performance be improved?

Showing all 5 responses	
More likelihood of face to face interaction.	684998-684989-74547386
This is a difficult on in relation to the staff committee as there is a long road to go in changing the culture and overview of some of the college staff. This in turn, creates a struggle to find harmony and progression.	684998-684989-75125377
It's good as it is	684998-684989-75130741
NA	684998-684989-79585865
I feel the online meetings have worked well, and should be provided as an option moving forward. The Board development day needs to take place at a different time to allow the focus of activities to be on supporting the start of the new session, staff and students.	684998-684989-79607625