

**BOARD OF MANAGEMENT**

Board Meeting to be held

On 28 October 2021 at 0930 by Teams

| Agenda Number | Item | Presented By | Action Required: Decision, Discussion, For Noting |
|--------------------|---|--------------|---|
| BM.21.05.01 | (i) Resignations | Clerk | Noting |
| | (ii) Appointments | | |
| BM.21.05.02 | Apologies for Absence | Clerk | Noting |
| BM.21.05.03 | Any Additional Declarations of Interest including specific items on this Agenda | Chair | Noting |
| BM.21.05.04 | Minutes of previous Board meetings: | Chair | Decision |
| | (i) Draft Minutes of Board Meeting held on 23 September 2021* | | |
| BM.21.05.05 | Matters Arising from previous Board meetings: | Clerk | Noting |
| | (i) Matters Arising from Board Meeting held on 23 September 2021 * | | |
| BM.21.05.06 | Principal's Report – RESERVED* | D Patterson | Noting |
| | (i) Student enrolments for 21/22 | | |
| | (ii) HMle Progress Visit | | |
| | (iii) Evaluative Review and Enhancement Plan | | |
| | (iv) Operational Planning | | |
| | (v) Moray Growth Deal | | |
| | (vi) Update on recruitment of the Deputy Principal Post | | |
| | (vii) KPIs | | |
| | (viii) Health and Safety Incidents | | |
| BM.21.05.07 | Curriculum and Learning Update | D Patterson | Noting |
| | (i) FE Enrolment 2021-22 | | |
| | (ii) HE Enrolment 2021-22 | | |
| | (iii) UHI Curriculum Review Update | | |

Draft Agenda Board Meeting 28-10-2021

| | | | |
|-----------------------|---|------------------------|----------|
| BM.21.05.08 | Organisational Development – Verbal update | C Thomson | Noting |
| | (i) Update on Staffing Matter (RESERVED) | | |
| | (ii) GTCS – verbal update | | |
| BM.21.05.09 | Finance Update * | S McInnes | Noting |
| | (i) 21/22 Budget and 3 Year FFR RESERVED | | |
| BM.21.05.10 | Estates Update * | D Duncan | Noting |
| BM.21.05.11 | Minutes from previous Committee Meetings | | Noting |
| | (i) Draft Minutes from Remuneration Committee on 23 September 2021 * | M Easton | |
| | (ii) Draft Minutes from Audit Committee on 7 October 2021 ~ | | |
| BM.21.05.12 | Draft Minutes of Regional Strategic Committee 14 September 2021 ~ | | Noting |
| BM.21.05.13 | Draft Minutes of University Court on 22 September 2021 ~ | | Noting |
| BM.21.05.14 | HISA Update | R Stradling C Leese | Noting |
| BM.21.05.15 | Emerging Issues | | |
| | (i) Resolution The Royal Bank of Scotland Bank to you – cash Delivery | Shelly | Decision |
| | (ii) Feedback from Board Development Day on 27-10-2021 | D Patterson | |
| | (iii) Nominations for Teaching Staff Rep on the Board – verbal update | Clerk | |
| | (iv) Updated Board Plan for 2021-22 * | Clerk | |
| BM.21.05.16 | Date of Next Meeting: 16 December 2021 | Clerk | Noting |
| RESERVED ITEMS | | | |
| BM.21.05.17 | Reserved Minutes of Previous Board Meetings. | Chair | Decision |
| | (i) Reserved Draft Minutes of Board Meeting 23 September 2021 * | | |

Draft Agenda Board Meeting 28-10-2021

| | | | |
|--------------------|---|-------|--------|
| BM.21.05.18 | Reserved Matters Arising/Actions from previous Board meetings: | Clerk | Noting |
| | (i) Reserved Matters Arising/Actions from Board Meeting 23 September 2021 * | | |
| | | | |
| BM.21.05.19 | Reserved Minutes from previous Committee Meetings | | |
| | (i) Draft Reserved Minutes from Remuneration Committee on 23 September 2021 * | | |
| | (ii) Reserved Draft Minutes of Audit Committee Meeting on 7 November 2021 ~ | | |
| | | | |
| | | | |

**Board of Management
Draft Minutes of Meeting held on
Thursday 23 September 2021
At 1000 hours by Teams**

Present:

| | |
|----------------------|--------------------|
| Peter Graham (Chair) | David Patterson |
| Jessie McLeman | Paul Mitchell |
| Hugh Hamilton | Rosemary McCormack |
| Murray Easton | Anne Campbell |
| Caelum Lees (HISA) | Caroline Webster |
| Dawn McKinstrey | Stuart Cruickshank |

In Attendance:

Derek Duncan
Carolyn Thomson
Shelly McInnes
Cathie Fair (Clerk)

| Item | | Action | Date |
|--------------------|--|--------|------|
| BM.21.04.01 | (i) Resignations | | |
| 1.1 | There were no resignations | | |
| | (ii) Appointments | | |
| 2.1 | Stuart Cruickshank had been appointed as Support Staff Rep on the Board Rhiannon Stradling and Caelum Leese had been appointed as HISA reps on the Board. | | |
| BM.21.04.02 | Apologies for Absence | | |
| 3.1 | Apologies for absence had been received from: Seonaid Mustard Rhiannon Stradling Eleanor Melton | | |
| BM.21.04.03 | Any Additional Declarations of Interest including specific items on this Agenda | | |
| 3.1 | Murray Easton declared an interest in Agenda item 20 – Staffing matters as he knew the member of staff involved. | | |
| BM.21.04.04 | Minutes of previous Board meetings: | | |
| | (i) Draft Minutes of Board Meeting held on 22 June 2021* | | |
| 4.1 | Subject to a minor revision, the Minutes were accepted as an accurate account of the meeting: Proposed: Anne Campbell | | |

| | | | |
|----------------------|--|------------------|------------------|
| | Seconded: Rosemary McCormack | | |
| BM.21.04.05 | Matters Arising from previous Board meetings: | | |
| | (i) Matters Arising from Board Meeting held on 22 June 2021 * | | |
| 5.1 Action | The majority of the matters arising were either completed or on the Agenda for discussion apart from: 12.2.3 – Policies due for Review to come to Oct Audit Committee | | |
| 5.2 Action | It was requested that an update to the Commercialisation/Marketing Plan should be added to the list of Actions Arising as this had been discussed at the June Board and that the minutes should be altered to reflect this. | CF | Immediate |
| BM.21.04.06 | Principal's Report – RESERVED* | | |
| | (i) Predicted student outcomes 20/21 | | |
| | (ii) Student enrolments for 21/22 | | |
| | (iii) Voluntary Severance Scheme | | |
| | (iv) Moray Growth Deal | | |
| | (v) Academic Partner Report to Court | | |
| | (vi) Arrangements for Cover of Director of Curriculum and Learning | | |
| | (vii) KPIs | | |
| | (viii) Health and Safety Incidents | | |
| | (ix) Draft Outcome Agreement/Funding letter | | |
| 6.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.07 | Curriculum and Learning Update | | |
| | (i) Estimated Student Outcomes 2020-21 | | |
| 7.1 | Discussed under item 6.1 which is reserved. | | |
| | (ii) FE Enrolment 2021-22 | | |
| 7.2 | Discussed under item 6.2 which is reserved. | | |
| | (iii) HE Enrolment 2021-22 | | |
| 7.3 | Discussed under item 6.3 which is reserved. | | |
| | (iv) UHI Curriculum Review Update | | |
| 7.4 Action | This is progressing although there is some concern over the pace of proposed changes, in particular to the FE curriculum. Jackie Andrews and Garry Rendall have been representing the College on SMCT and FFP committees in relation to this and will be asked to report back to the Board at the October Board meeting. | JA GR | 28-10-2021 |
| BM.21.04.08 | Organisational Development – verbal Update | | |
| | (i) VSS Update | | |
| 8.1 | VSS is now complete. Of the original 14 Refectory staff at risk ,1 secured employment elsewhere, 6 have been successfully redeployed whilst the remaining 7 left the College on 17 September 2021. | | |

| | | | |
|--------------------|---|-----------|------------------|
| | An informal farewell event was held to mark their leaving. | | |
| BM.21.04.09 | Finance Update | | |
| | (i) Draft Management Accounts | | |
| 9.1.1 | Shelly noted that the College is reporting an unaudited deficit of £386K for the 2020-21 financial year. This is an underlying operating break-even position. Included in these results is £414k of income that has been deferred to next year due to students who were unable to complete their construction courses in academic year 20-21. The College closed the year with a positive cash balance. The accompanying paper provided further explanation on this position. | | |
| 9.1.2 | External Audit will be delayed, and Accounts will be submitted in February. All APs who are audited by EY will be late. The delay is due to EY having staff shortages. | | |
| Action | 17 February 2022 has been suggested for the Joint Audit/F&GP meeting and a Board meeting will be required the following week to sign off the Accounts. | CF | Immediate |
| Action | RSB needs to be informed of late submission of the accounts. | SM | Immediate |
| | (ii) 21/22 Budget and 3 Year FFR | | |
| 9.2 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.10 | Estates Update | | |
| | (i) Covid Update | | |
| 10.1.1 | The Covid Guidance is changing daily. College is taking a very cautious approach of 1 metre distancing in rooms and 2 metres in corridors. There are more people in College, with limited staff and students on site. Many staff continue to work from home. There has been a slight upturn in positive tests, but these are believed to be community based. | | |
| 10.1.2 | The Board questioned the uptake of Covid vaccinations for students and Derek confirmed that the response from students was extremely low in the pop-up vaccination centre. Students are now being signposted to the Fiona Alcock Centre which is a short walk from college. | | |
| 10.1.3 | The Board questioned the likelihood of face-to-face meetings being restored and whether the Board Development Day can be held in person. This is yet to be determined. | | |
| | (ii) Impact of Blended on site and off campus working | | |
| 10.2 | Derek's paper Provided a summary of teaching and support team working arrangements for the new | | |

| | | | |
|--------------------|---|-----------|-------------------|
| | session in response to the Government Covid-19 guidance for Colleges and Universities. | | |
| | (iii) Facilities Manager – priorities for 2021-22 | | |
| 10.3 | Derek's paper outlined the key priorities for the current session which the newly appointed Facilities Manager will be focussing on. The Board questioned whether the Estates Committee should be restored, and it was agreed that this will continue to be subsumed within F&GP with Caroline Webster leading on Estates issues. | | |
| BM.21.04.11 | Minutes of previous Committee Meetings | | |
| | (i) Draft Minutes from Finance and General Purposes Committee on 16 September 2021 | | |
| 11.1 | The draft minutes were circulated for information. | | |
| BM.21.04.12 | Draft Minutes of University Court on 16 June 2021 | | |
| 12.1 | Draft minutes of Court were circulated for information. | | |
| Action | The Board asked for sight of the UHI Strategic Plan. CF to circulate. | CF | ASAP |
| BM.21.04.13 | UHI Branding Project | | |
| 13.1 | DP gave a verbal update on the UHI Branding Project. The issues include the fact that <ul style="list-style-type: none"> a) UHI is more than just a University and more than just the Highlands and Islands b) It is important for Moray College to be seen as a Community College; UHI Moray is the proposed new Branding. c) Some Colleges are reluctant to drop the word 'College'. | | |
| Action | UHI Branding Slides to come to October Board meeting. | DP | 28-10-2021 |
| 13.2 | The Board noted the College does not currently have bilingual branding and the Board spent some time debating the pros and cons of this. | | |
| BM.21.04.14 | HISA Update | | |
| 14.1 | Caelum updated the Board on what HISA had been involved in during the first few weeks of the Semester. Caelum involved in producing a musical quiz and Rhiannon has been visiting LDW Sessions. A mini Freshers Fair is planned for February 2022. Caelum noted that the role is very much learn as you go. | | |
| BM.21.04.15 | Emerging Issues | | |
| | (i) Partnership Agreement | | |
| 15.1 | The first iteration of the Partnership Agreement had been seen by most partners as a very dictatorial document and as a result EO are currently taking advice and starting the process of rewriting the agreement and the principles of how we work | | |

| | | | |
|-----------------------|--|-----------|--|
| | together. A meeting is planned for 9-11-2021 and it is hoped that a new Partnership Agreement will be in place by the end of May 2022. | | |
| | (ii) Proposed EO restructure | | |
| 15.2 | Nothing has been shared although ME had seen a document at Court F&GP outlining the proposed new EO structure. ME had subsequently written highlighting concerns over these proposals to Todd Walker. | | |
| | (iii) Recruitment of replacement Clerk to the Board | | |
| 15.3 | Peter asked the Board to approve the appointment of Elaine Sutherland as Clerk to the Board. Elaine has significant experience in administration in UHI currently employed as PA to Prof Garry Campbell. | | |
| Decision | The Board approved the appointment of Elaine Sutherland. | | |
| | (iv) Board recruitment | | |
| 15.4 | The Board is currently seeking to recruit 2 new members with significant Finance and Audit experience. Despite this being widely advertised across a range of media and websites, there has been no interest. | | |
| Action | The Board suggested that the incoming Clerk could address this by considering alternative approaches to advertising the vacancies including approaching Accountancy firms direct and widening the advertising area. | ES | |
| | (v) Summary Report on Annual Board and Committee Evaluation 2020-21 | | |
| 15.5 | Results of the full online survey had been reported to the June Board and this summary report highlighted the most significant points. It was a very similar result to last year and CF suggested that next year it might be appropriate to refresh the questions or to use the UHI online evaluation which is available to all APs. | | |
| BM.21.04.16 | Date of Next Meeting: 28 October 2021 | | |
| RESERVED ITEMS | | | |
| BM.21.04.17 | Reserved Minutes of Previous Board Meetings. | | |
| | (i) Reserved Draft Minutes of Board Meeting 22 June 2021 * | | |
| 17.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.18 | Reserved Matters Arising/Actions from previous Board meetings: | | |
| | (ii) Reserved Matters Arising/Actions from Board Meeting 22 June 2021 * | | |

| | | | |
|--------------------|--|--|--|
| 18.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.19 | Reserved Minutes from previous Committee Meetings | | |
| | (i) Draft Reserved Minutes from Finance and General Purposes Committee on 16 September 2021 * | | |
| 19.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.20 | Staffing Matter * | | |
| 20.1 | This item is reserved, and the minute held in confidence. | | |

**Board of Management
Draft Minutes of Meeting held on
Thursday 23 September 2021
At 1000 hours by Teams**

Present:

| | |
|----------------------|--------------------|
| Peter Graham (Chair) | David Patterson |
| Jessie McLeman | Paul Mitchell |
| Hugh Hamilton | Rosemary McCormack |
| Murray Easton | Anne Campbell |
| Caelum Lees (HISA) | Caroline Webster |
| Dawn McKinstrey | Stuart Cruickshank |

In Attendance:

Derek Duncan
Carolyn Thomson
Shelly McInnes
Cathie Fair (Clerk)

| Item | | Action | Date |
|--------------------|--|--------|------|
| BM.21.04.01 | (i) Resignations | | |
| 1.1 | There were no resignations | | |
| | (ii) Appointments | | |
| 2.1 | Stuart Cruickshank had been appointed as Support Staff Rep on the Board Rhiannon Stradling and Caelum Leese had been appointed as HISA reps on the Board. | | |
| BM.21.04.02 | Apologies for Absence | | |
| 3.1 | Apologies for absence had been received from: Seonaid Mustard Rhiannon Stradling Eleanor Melton | | |
| BM.21.04.03 | Any Additional Declarations of Interest including specific items on this Agenda | | |
| 3.1 | Murray Easton declared an interest in Agenda item 20 – Staffing matters as he knew the member of staff involved. | | |
| BM.21.04.04 | Minutes of previous Board meetings: | | |
| | (i) Draft Minutes of Board Meeting held on 22 June 2021* | | |
| 4.1 | Subject to a minor revision, the Minutes were accepted as an accurate account of the meeting: Proposed: Anne Campbell | | |

| | | | |
|----------------------|--|------------------|------------------|
| | Seconded: Rosemary McCormack | | |
| BM.21.04.05 | Matters Arising from previous Board meetings: | | |
| | (i) Matters Arising from Board Meeting held on 22 June 2021 * | | |
| 5.1 Action | The majority of the matters arising were either completed or on the Agenda for discussion apart from: 12.2.3 – Policies due for Review to come to Oct Audit Committee | | |
| 5.2 Action | It was requested that an update to the Commercialisation/Marketing Plan should be added to the list of Actions Arising as this had been discussed at the June Board and that the minutes should be altered to reflect this. | CF | Immediate |
| BM.21.04.06 | Principal's Report – RESERVED* | | |
| | (i) Predicted student outcomes 20/21 | | |
| | (ii) Student enrolments for 21/22 | | |
| | (iii) Voluntary Severance Scheme | | |
| | (iv) Moray Growth Deal | | |
| | (v) Academic Partner Report to Court | | |
| | (vi) Arrangements for Cover of Director of Curriculum and Learning | | |
| | (vii) KPIs | | |
| | (viii) Health and Safety Incidents | | |
| | (ix) Draft Outcome Agreement/Funding letter | | |
| 6.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.07 | Curriculum and Learning Update | | |
| | (i) Estimated Student Outcomes 2020-21 | | |
| 7.1 | Discussed under item 6.1 which is reserved. | | |
| | (ii) FE Enrolment 2021-22 | | |
| 7.2 | Discussed under item 6.2 which is reserved. | | |
| | (iii) HE Enrolment 2021-22 | | |
| 7.3 | Discussed under item 6.3 which is reserved. | | |
| | (iv) UHI Curriculum Review Update | | |
| 7.4 Action | This is progressing although there is some concern over the pace of proposed changes, in particular to the FE curriculum. Jackie Andrews and Garry Rendall have been representing the College on SMCT and FFP committees in relation to this and will be asked to report back to the Board at the October Board meeting. | JA GR | 28-10-2021 |
| BM.21.04.08 | Organisational Development – verbal Update | | |
| | (i) VSS Update | | |
| 8.1 | VSS is now complete. Of the original 14 Refectory staff at risk ,1 secured employment elsewhere, 6 have been successfully redeployed whilst the remaining 7 left the College on 17 September 2021. | | |

| | | | |
|--------------------|---|-----------|------------------|
| | An informal farewell event was held to mark their leaving. | | |
| BM.21.04.09 | Finance Update | | |
| | (i) Draft Management Accounts | | |
| 9.1.1 | Shelly noted that the College is reporting an unaudited deficit of £386K for the 2020-21 financial year. This is an underlying operating break-even position. Included in these results is £414k of income that has been deferred to next year due to students who were unable to complete their construction courses in academic year 20-21. The College closed the year with a positive cash balance. The accompanying paper provided further explanation on this position. | | |
| 9.1.2 | External Audit will be delayed, and Accounts can be submitted in February. All APs who are audited by EY will be late. The delay is due to EY having staff shortages. | | |
| Action | 17 February 2022 has been suggested for the Joint Audit/F&GP meeting and a Board meeting will be required the following week to sign off the Accounts. | CF | Immediate |
| Action | RSB needs to be informed of late submission of the accounts. | SM | Immediate |
| | (ii) 21/22 Budget and 3 Year FFR | | |
| 9.2 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.10 | Estates Update | | |
| | (i) Covid Update | | |
| 10.1.1 | The Covid Guidance is changing daily. College is taking a very cautious approach of 1 metre distancing in rooms and 2 metres in corridors. There are more people in College, with limited staff and students on site. Many staff continue to work from home. There has been a slight upturn in positive tests, but these are believed to be community based. | | |
| 10.1.2 | The Board questioned the uptake of Covid vaccinations for students and Derek confirmed that the response from students was extremely low in the pop-up vaccination centre. Students are now being signposted to the Fiona Alcock Centre which is a short walk from college. | | |
| 10.1.3 | The Board questioned the likelihood of face-to-face meetings being restored and whether the Board Development Day can be held in person. This is yet to be determined. | | |
| | (ii) Impact of Blended on site and off campus working | | |
| 10.2 | Derek's paper Provided a summary of teaching and support team working arrangements for the new | | |

| | | | |
|--------------------|---|-----------|-------------------|
| | session in response to the Government Covid-19 guidance for Colleges and Universities. | | |
| | (iii) Facilities Manager – priorities for 2021-22 | | |
| 10.3 | Derek's paper outlined the key priorities for the current session which the newly appointed Facilities Manager will be focussing on. The Board questioned whether the Estates Committee should be restored, and it was agreed that this will continue to be subsumed within F&GP with Caroline Webster leading on Estates issues. | | |
| BM.21.04.11 | Minutes of previous Committee Meetings | | |
| | (i) Draft Minutes from Finance and General Purposes Committee on 16 September 2021 | | |
| 11.1 | The draft minutes were circulated for information. | | |
| BM.21.04.12 | Draft Minutes of University Court on 16 June 2021 | | |
| 12.1 | Draft minutes of Court were circulated for information. | | |
| Action | The Board asked for sight of the UHI Strategic Plan. CF to circulate. | CF | ASAP |
| BM.21.04.13 | UHI Branding Project | | |
| 13.1 | DP gave a verbal update on the UHI Branding Project. The issues include the fact that <ul style="list-style-type: none"> a) UHI is more than just a University and more than just the Highlands and Islands b) It is important for Moray College to be seen as a Community College; UHI Moray is the proposed new Branding. c) Some Colleges are reluctant to drop the word 'College'. | | |
| Action | UHI Branding Slides to come to October Board meeting. | DP | 28-10-2021 |
| 13.2 | The Board noted the College does not currently have bilingual branding and the Board spent some time debating the pros and cons of this. | | |
| BM.21.04.14 | HISA Update | | |
| 14.1 | Caelum updated the Board on what HISA had been involved in during the first few weeks of the Semester. Caelum involved in producing a musical quiz and Rhiannon has been visiting LDW Sessions. A mini Freshers Fair is planned for February 2022. Caelum noted that the role is very much learn as you go. | | |
| BM.21.04.15 | Emerging Issues | | |
| | (i) Partnership Agreement | | |
| 15.1 | The first iteration of the Partnership Agreement had been seen by most partners as a very dictatorial document and as a result EO are currently taking advice and starting the process of rewriting the agreement and the principles of how we work | | |

| | | | |
|-----------------------|--|-----------|--|
| | together. A meeting is planned for 9-11-2021 and it is hoped that a new Partnership Agreement will be in place by the end of May 2022. | | |
| | (ii) Proposed EO restructure | | |
| 15.2 | Nothing has been shared although ME had seen a document at Court F&GP outlining the proposed new EO structure. ME had subsequently written highlighting concerns over these proposals to Todd Walker. | | |
| | (iii) Recruitment of replacement Clerk to the Board | | |
| 15.3 | Peter asked the Board to approve the appointment of Elaine Sutherland as Clerk to the Board. Elaine has significant experience in administration in UHI currently employed as PA to Prof Garry Campbell. | | |
| Decision | The Board approved the appointment of Elaine Sutherland. | | |
| | (iv) Board recruitment | | |
| 15.4 | The Board is currently seeking to recruit 2 new members with significant Finance and Audit experience. Despite this being widely advertised across a range of media and websites, there has been no interest. | | |
| Action | The Board suggested that the incoming Clerk could address this by considering alternative approaches to advertising the vacancies including approaching Accountancy firms direct and widening the advertising area. | ES | |
| | (v) Summary Report on Annual Board and Committee Evaluation 2020-21 | | |
| 15.5 | Results of the full online survey had been reported to the June Board and this summary report highlighted the most significant points. It was a very similar result to last year and CF suggested that next year it might be appropriate to refresh the questions or to use the UHI online evaluation which is available to all APs. | | |
| BM.21.04.16 | Date of Next Meeting: 28 October 2021 | | |
| RESERVED ITEMS | | | |
| BM.21.04.17 | Reserved Minutes of Previous Board Meetings. | | |
| | (i) Reserved Draft Minutes of Board Meeting 22 June 2021 * | | |
| 17.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.18 | Reserved Matters Arising/Actions from previous Board meetings: | | |
| | (ii) Reserved Matters Arising/Actions from Board Meeting 22 June 2021 * | | |

| | | | |
|--------------------|--|--|--|
| 18.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.19 | Reserved Minutes from previous Committee Meetings | | |
| | (i) Draft Reserved Minutes from Finance and General Purposes Committee on 16 September 2021 * | | |
| 19.1 | This item is reserved, and the minute held in confidence. | | |
| BM.21.04.20 | Staffing Matter * | | |
| 20.1 | This item is reserved, and the minute held in confidence. | | |

Matters Arising/Actions from Board Meeting on 23 September 2021
Agenda Item: BM.21.05.05

| Item | Action | Action By | Date | Update/Status |
|--------------------|--|------------------------|------------------|---|
| BM.21.04.05 | Matters Arising from previous Board meetings: | | | |
| | (i) Matters Arising from Board Meeting held on 22 June 2021 * | | | |
| 5.1 | The majority of the matters arising were either completed or on the Agenda for discussion apart from: 12.2.3 – Policies due for Review to come to Oct Audit Committee | DD | 7-8-2021 | On Agenda for Oct Audit Committee and paper copied to all Convenors for information |
| 5.2 | It was requested that an update to the Commercialisation/Marketing Plan should be added to the list of Actions Arising as this had been discussed at the June Board and that the minutes should be altered to reflect this. | CF | Immediate | Minutes altered. Commercialisation Plan delayed to December Board meeting due to staff shortages |
| BM.21.04.07 | Curriculum and Learning Update | | | |
| | (i) UHI Curriculum Review Update | | | |
| 7.4 | This is progressing although there is some concern over the pace of proposed changes, in particular to the FE curriculum. Jackie Andrews and Garry Rendall have been representing the College on SMCT and FFP committees in relation to this and will be asked to report back to the Board at the October Board meeting. | JA GR | 28-10-2021 | On agenda - JA and GR have been invited to join the meeting |
| BM.21.04.09 | Finance Update | | | |
| | (i) Draft Management Accounts | | | |
| 9.1.2.1 | 17 February 2022 has been suggested for the Joint Audit/F&GP meeting and a Board meeting will be required the following week to sign off the Accounts. | CF | Immediate | Completed |
| 9.1.2.2 | RSB needs to be informed of late submission of the accounts. | SM | Immediate | Completed |

Matters Arising/Actions from Board Meeting on 23 September 2021
Agenda Item: BM.21.05.05

| | | | | |
|--------------------|--|-----------|-------------------|---|
| BM.21.04.12 | Draft Minutes of University Court on 16 June 2021 | | | |
| 12.1 | The Board asked for sight of the UHI Strategic Plan. CF to circulate. | CF | ASAP | Requested and followed up – await from EO |
| BM.21.04.13 | UHI Branding Project | | | |
| 13.1 | UHI Branding Slides to come to October Board meeting. | DP | 28-10-2021 | Covered at Board Dev Day on 27-10-2021 |
| BM.21.04.15 | Emerging Issues | | | |
| | (iv) Board recruitment | | | |
| 15.4 | The Board suggested that the incoming Clerk could address the issue of a lack of interest in the current Board vacancies by considering alternative approaches to advertising including approaching Accountancy firms direct | ES | Ongoing | |

Moray College UHI Curriculum Review – FE

Moray College UHI has autonomy over all FE provision. We have a range of full-time courses across SFCQ Levels 4-6 as well as Skills for Life provision at SFCQ Levels 2-3. We also have a considerable portfolio of part-time provision which includes Apprenticeships, Senior Phase, ESOL as well as infill opportunities. Current provision is subject to regular curriculum review and new courses must demonstrate an economic need based on LMI data and ground research. Trend data is available for Heads of Curriculum and teams to support decisions around course viability and currency.

Rationale: Scottish Funding Council is currently supporting the development of tertiary institutions. UHI is in a unique position because of its structure and current funding model to move forward to this model. The proposal therefore is to create a similar model for FE as currently exists for HE. The desired outcome of this activity would result in a truly tertiary institution supporting the needs of our communities whilst maximising the benefits of partnership working and collaboration.

Benefits: There are benefits to be gained from working more closely with our regional partners. Streamlining curriculum which lends itself fully or partially to online delivery will not only save costs but could make curriculum more accessible for students across the region and potentially beyond.

Disadvantages: There are obvious disadvantages to this proposal including a lack of autonomy over provision (although that could be countered by the fact that partners will identify local requirements). There is no doubt that there will be a negative impact on staffing, both teaching and support. Potentially there will be a negative impact on recruitment. There could also be an impact on local employer engagement eg Construction apprenticeships.

The current pilot (pilot one below) has already demonstrated that 'merger or collaboration' is having a direct impact on staffing. There is a significant reduction in actual teaching hours which is currently being managed through scholarly activity; however, this is not sustainable without additional funding. Any reduction in student numbers within an AP will also impact on support staffing.

Recent research shows that students at SCQF 4-6 do not engage well with online study. Young people studying at that level do not have the academic skills nor in many cases the maturity. Developing relationships with peers is important at this stage and although a blend is acceptable, delivering regional core subjects remotely has the potential to damage an already fragile cohort.

Proposal: Three FE Pilots will be launched in August 2022. The proposals are as follow:

Pilot One Business & Marketing - extend for a further year a collaboration between Argyll, West Highland and North Highland delivering Business, Marketing and Tourism subjects fully online.

Pilot Two Care - NHS Scotland are introducing NHS Academies and are working with UHI to map our Care provision to their needs.

Pilot Three Practical - the third pilot will concentrate on a practical area (still to be decided) as traditionally we would suggest that these do not lend themselves to online delivery.

Implementation: Following the pilot year, there will be evaluation and review with an aim to implement Regional Core by 2023-24 academic year.

Jackie Andrews

Head of Academic Partnerships

Curriculum review update for Moray College BOM (Higher Education)

The curriculum review for higher education has been moving at pace throughout this year, it focuses on a range of measures to ensure that the curriculum is :- fit for purpose, value for money, enhances the tertiary and regional nature of provision, financially sustainable and that it stops competing internally but instead starts competing externally.

The aim is to better serve the region, to categorise into core/local/attractor and to have more available in more parts of the region. The subject network leaders (SNL) have been tasked with completing an excel spreadsheet with traffic light system (RAG), Green- good to go, Amber – possibly more information required on numbers, costs etc, Red- needs lots of work (disinvest).

(Moray College questions) *This is all fine apart from the subject network leaders have approached this differently, this means that programmes could be at risk in one area but not in another network at this stage.*

Further aims

- More effective collective planning regionally
- To reduce units and modules

The timelines for these are: - first draft from SNL by end of October 2021 and by spring (March) 2022 the list of programmes would be categorised, there would be a targeted recruitment plan, a plan for supporting students and we would market the courses within UHI and capitalise on tertiary education.

(MC) *This is very quick to have all of this done and for proper consultation to have taken place.*

The review is looking at programmes or modules having 4FTE on them (1 FTE = 6 students), so this is 24 students per module to be viable, this pays a lecturer, plus oncosts and contributes to university viability.

(MC) *This is a very simplistic way to determine course viability, universities have always had courses such as social science and business etc that are predominately large class sizes and attractive to younger students, these courses help subsidise courses that are more difficult to have large groups due to nature of delivery e.g. Engineering, Art, Hospitality, Science, Construction etc*

If we look at just the number 24 students per module then most of the smaller partners will have to close programmes, this is also true of Moray College as we do not have the numbers in many programmes to be efficient in the timescales set out in curriculum review. How is this going to save UHI money as they currently do not pay any of the partner salaries? Do we move towards centres of excellence and students travel to those campuses and stay in the student accommodation? where does this leave the island partners?

The narrative suggests that there will not be an impact on staffing for partners, unsure how this is possible if programmes are closed down, not all staff can be researchers or doing scholarly activity and if they were how is this to be funded?

Garry Rendall

Head of Curriculum (CAPRI)

| | | | |
|---|---|--|------------------------|
| Committee: | Board of Management | | |
| Subject/Issue: | Estates update | | |
| Brief summary of the paper: | This is an updated summary of a paper sent to the F&GP committee providing an overview of Estates projects and planning for 2021/22 | | |
| Action requested/decision required: | For noting | | |
| Status: (please tick ✓) | Reserved: | | Non-reserved: ✓ |
| Date paper prepared: | 15 th October 2021 | | |
| Date of committee meeting: | 28 th October 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. | | |

Introduction

Committee members are asked to note the overview of estates projects and planned repairs covered in this paper. A number of projects were completed during the summer and the key focus remains the SFC condition survey and maintaining a safe, wind and water-tight estate.

There is a significant amount of work required to get initial project budgetary estimates to help inform tender priorities for 21/22 funding which must be committed before April 2022.

Estates Matters - Technology Centre

An initial investigation into new cracks found at the Technology Centre (see figure 1) is now complete and the survey report by Pick Everard has been approved. Some of the historic repairs to existing cracks will need to be re-done and new repairs specified.

Whilst this first report makes recommendations for more detailed inspection, it also provides an initial statement of assurance:

- Cracks identified are not major and with due consideration to the available redundancy in the masonry infill panels, the damage identified is not expected to be detrimental to the stability of the overall structure.

Recent maintenance work also confirmed the presence of wall ties within the existing wall cavities and the next survey will also focus on the density and performance of these items. Repairs will follow as soon as is practical.



Figure 1

Brickwork Area Roof

Roof insulation within the brickwork area was found to be non-compliant in terms of fire safety and will be removed pending consideration of an alternative solution. This may involve replacement of the roof panels which will also provide an opportunity to also address asbestos guttering.

Heating System Upgrades

At the time of writing, the only outstanding issue at the Technology Centre is final commissioning and testing of the replacement Oil and Gas Assessment Centre heating unit. All other work is now complete.

Main Campus**Roof Repairs****Phase 2 (Pluscarden)**

The Pluscarden Wing flat roof repairs were completed on schedule during the summer and no further internal leaks have been reported.

Phase 3 (Birnie)

The specification for Phase 3 is now complete, but the revised cost estimate is higher due to raw material cost increases and the roof condition being worse than expected.

Following inspection, the B005 windows are now considered end of life and will need to be replaced at additional cost, a separate tender will be required for this work.

AGBC Storm Damage

Graham+Sibbald Chartered Surveyors have submitted an initial report to the College's insurer and authorisation was issued to complete a detailed costing exercise for the repairs. The report is awaited.

Pluscarden Wing Kitchens

Various inspections have highlighted the need to modernise the both P-Wing kitchens. A business case for full modernisation will be developed.

Fire Safety Repairs

This work has been delayed due to the unavailability of the lead surveyor which has been reported to APUC. Progress has been made by the College on asbestos survey work and preparation to move telephone services to enable fire proofing work to begin in the priority areas.

Issues identified during a site inspection of the Beechtree Restaurant last year remain under consideration by the lead surveyor and as a result, the hospitality team are operating from the refectory.

Flooring Replacement Project

All planned summer flooring work was completed just prior to the start of the new session. Minor snagging work scheduled for October has been delayed due to the contractor unavailability.

Pluscarden and Birnie Wing Automatic Fire Detection System Upgrade

Following a review of the requirements, the tender document is being re-developed to incorporate additional health and safety controls. This will delay the release of the tender slightly and the expectation is that the work will take place in Easter 2022.

Boilers

Following discussion with APUC, the Culbin Wing boiler replacement appraisal will require a new tender exercise via the existing APUC Estates framework providers. It had been anticipated that a previous budgetary exercise could be re-evaluated, but the requirements for this project are different.

Covid-19 Controls

The College is now operating under revised Covid-19 guidance which is largely unchanged from last session. A further update from the Scottish Government is due towards the end of October.

CO2 monitoring is being used to measure effectiveness of ventilation, with appropriate mitigations taken where elevated readings are reported.

New Projects for 2021-22 Planning

Key projects under consideration for 2021/22 funding are as follows:

- **Roof Phase 4:** Technology Centre and pitched roof slating repairs. This work will require re-procurement of the Principal Designer role for phase 4 and all remaining roof work.
- **Technology Centre Cracking:** repairs are required, subject to a more invasive inspection of the building.
- **Technology Centre hard standing and drainage:** to replace the hard standing the rear of the technology centre and upgrade drainage.
- **Render repairs (Birnie Wing)** – to repair various wall render which has cracked.
- **Fire Risk Improvement:** revisit of the AGBC Fire Strategy and continued upgrade of the estate to improve fire safety.
- **Pluscarden Wing Kitchen Refurbishment:** This is curriculum related, but given the cost it would be a multi-year project and requires a business case.
- **Victoria Art Building:** conservation repairs to maintain a wind and water-tight building.
- **Sustainability:** practical work to include replacement water tanks and improved zoning of the heating system. The College is investigating the Non-Domestic Energy Efficiency procurement framework to complete a full estates audit to help prioritise strategy projects.



Remuneration Committee

Minutes of Meeting
held on
Thursday 23 September 2021
At 0930 hours by Teams

Present:

Murray Easton (Chair)
Jessie McLeman
Peter Graham
Anne Campbell

In attendance:

David Patterson
Carolyn Thomson
Cathie Fair (Clerk)

| ITEM | | ACTION | DATE |
|-----------------------|---|--------|------|
| RESERVED ITEMS | | | |
| R.21.02.06 | Reserved Minutes from Remuneration Committee held on 9 June 2021 | | |
| 6.1 | This item is reserved and the minute held in confidence. | | |
| R.21.02.07 | Reserved Matters Arising from Remuneration Committee meeting held on 9 June 2021 | | |
| 7.1 | This item is reserved and the minute held in confidence. | | |
| R.21.02.08 | Staffing Issue | | |
| 8.1 | This item is reserved, and the minute held in confidence. | | |
| R.21.02.09 | AOB | | |
| 9.1 | This item is reserved, and the minute held in confidence | | |
| R.21.02.10 | Date of Next Meeting – as required. | | |
| | <i>Meeting closed at 1000 hours</i> | | |

Regional Strategy Committee (RSC)

Tue 14 September 2021, 11:00 - 16:00

By VC (MS Teams)

Attendees

Board members

Alastair MacColl (Chair), Beverly Clubley (Vice Chair), Andrew Campbell, Brian Crichton (Chair Perth College UHI), Angus Campbell, Florence Jansen, Kyle Gee, Todd Walker (- in part)

In attendance

John Kemp, Roger Sendall, Gary Campbell, Donna Heddle, Rosemary McCormack, Lydia Rohmer (- in part), Stuart Smith (- in part), Peter Graham (- in part), Angus Macleod (- in part), Maggie Croft (- in part), Gordon Dyett (- in part), Tony Blow (- in part), Nicholas Oakley (Clerk)

Absent: Sarah Burton, David Sandison, Maggie Tierney, Diana Murray, Robbie Rowantree

Action

Decision

Meeting minutes

1. Welcome

 UHI_Branding Project_Briefing Note_for UHI RSC and Court_September 2021.pdf

1.1. *Welcome & apologies

The Chair opened the meeting and welcomed the members. Apologies were noted from Sarah Burton, Davie Sandison, Diane Murray, and Maggie Tierney.

The Chair reported that he had requested the Principal and Vice Chancellor, Professor Todd Walker, present a verbal update to the Committee and the attending Academic Partner Principals in relation to recent press coverage following publication of an interview in which Prof Walker had been quoted as referring to a wish to end 'vanity' courses at the University. The Chair noted the presence in the meeting of external participants and asked that the following discussion be treated as confidential.

T Walker thanked the Chair for the opportunity. He reported that the interview had caused a significant media reaction, particularly relating to his use of the term "vanity courses". T Walker stated that his reference to "vanity" courses had been a mistake that he regretted, and that he had since made a public statement apologising, as well as contacting students and staff to apologise. He reported that a stakeholder engagement and communication plan had also been initiated, which included writing to Academic Partner principals, engagement with the CEOs of Highlands and Islands Enterprise, Scottish Funding Council, The Highland Council, the Chair of the University Foundation, alumni, and letters issued to local MSPs and MPs. He also reported that he had responded individually and personally to enquiries made directly to him.

T Walker reported that he had reflected on the matter and particularly his recognition that the community has a strong sense of interest and pride in the University and its mission, including its course provision, and the communications plan referred to would be built upon this understanding.

The Committee **noted** the update. A member queried why only higher education students and academic staff were referred to in T Walker's communication on the matter to Academic Partner Principals. T Walker reported that he had been previously advised to seek the prior permission of Academic Partner principals before contacting further education students or staff directly employed by the Academic Partner, a process which he had followed in this case. The Committee felt that given the widespread interest and seriousness of the issue that this communications process could and should be overruled in this case.

 RSC Agenda - 14 September 2021.pdf

1.2. *Declarations of Interest

There were no declarations of interest.

1.3. *Notification of Any Other Competent Business

There were no notifications of any other competent business.

1.4. Visual Identity Workshop

The Chair opened the visual identity workshop. He noted that the project framework had previously been approved by Partnership Council, although some concerns remained that were being resolved through further consultation. He reported that the project was being presented to the Committee for further feedback and endorsement before being presented to Court for approval and sign off.

Lydia Rohmer noted that a full implementation plan would follow and return to Partnership Council. She also thanked Margaret Antonson, Director of Marketing, for her considerable work as the University lead on the project, as well as Alison Lochhead, Head of Communications, who is developing the communications plan.

Tony Blow, Strategy Director at Stand, the external consultancy working on the project, gave members a short presentation on the context and progress of the project.

The Committee heard that the project's objectives were to develop a clear way of describing what UHI is; a way to express UHI's unique structure and offer; and a way for partners to explain their relationship with UHI. The naming strategy had been developed taking these objectives into consideration, with a visual identity system that was flexible enough for all partners to use. The tagline 'UHI is where learning means more' was noted. The Committee were also presented with the new brand marquee and examples of promotional materials, as well as the image strategy for incorporating photography about place (aerial views), subjects and specialisms, and people, into marketing materials. Also covered were proposed colour schemes and Gaelic and bilingual strategies, as well as marketing campaigns and example merchandise. A proposed implementation timeline was presented.

The Committee heard that sessions with individual partners were ongoing to address some outstanding queries and concerns. Stand were also undertaking further workshops with HISA and colleges to provide more detailed engagement and sense check of proposals, as well as with current and prospective students (local and rUK).

The Chair invited comments and feedback on the project as presented. Florence Jansen, HISA President, welcomed the project, stating that it was moving the University in a good direction, and would help address the perceived 'identity crisis' and better express the advantages of the partnership.

The Chair thanked the Stand participants, L Rohmer and her team, and welcomed and noted the endorsement of the project as it moved to the next stage for approval by Court.

[Stuart Smith, Peter Graham, Margaret Antonson, Angus Macleod, Maggie Croft, Gordon Dyett, Tony Blow, Todd Walker, and Lydia Rohmer leave the meeting]

2. Minutes of Meetings

2.1. *Minutes of the meeting held on 4 May 2021

The Committee **approved** the minutes of the meeting held on 04 May 2021 as a true and accurate record.

 RSC20-21-56 Minutes_Regional Strategy Committee (RSC)_040521.pdf

2.2. *Matters Arising

The Committee **noted** the matters arising as all complete.

 RSC21-22-01 210908 RSC Matters Arising.pdf

2.3. *Review of Delegated Decisions

The Committee **noted** the matters arising as all complete.

3. Starred Items for Discussion

3.1. *AP Financial Information update

The Committee received an update from Niall McArthur, Director of Corporate Resources, on the Academic Partner Financial information. He reported on the risks identified in the paper, and drew members' particular attention to risks around the Shetland UHI deficit. The Committee noted that the University was actively discussing the situation with the Scottish Funding Council (SFC) and further actions to mitigate the risks.

The Committee discussed the implications of the Shetland UHI deficit in light of other merger proposals currently being considered by academic partners. John Kemp, Interim Chief Operating Officer, reported that Shetland UHI was a 'non-traditional' merger in that it took significant time and funding arrangements were unusual. He reported that future mergers would be funded in a more traditional way, i.e. the SFC would fund both development as well as implementation costs. He also noted that discussions with SFC about the current proposed merger had already commenced.

The Committee discussed the considerable improvement in deficits reported by the colleges compared to last year, and especially that these improvements were largely the result of additional funding. The Committee agreed that there was still work to be done, and this additional funding or improved financial position should not detract from a focus on and work to improve financial sustainability across the partnership.

The Committee discussed the (relatively) high deficit at Lews Castle College UHI and sought assurances that appropriate action was being taken to mitigate it. J Kemp reported that discussions between his office and the college principal was ongoing to agree plans for deficit management, as well as any further support required from the University during the current academic year. He also reported that the Lews Castle College UHI Board were also finalising their proposed deficit management approach.

The Committee noted that they had concerns about the credit allocation model and particularly the impact on smaller colleges such as Lews Castle College UHI, which seemed to one cause of its deficit. The Committee also sought clarification on whether a proposed institutional element of a revised resource allocation method was within the authority or mandate of the Regional Strategic Body or lay elsewhere (e.g. SFC funding rules or legislation).

Action: J Kemp to clarify and report to RSC on the authority of the Regional Strategic Body around the 'institutional' element of the RAM

The Committee **noted** the update.

 RSC21-22-02 - AP FFR summary report 20-21.pdf

3.2. *SFC Review of Sustainability and Coherent Provision

John Kemp & Niall McArthur

The Committee **noted** a paper and update from J Kemp on the SFC review of sustainability and coherent provision.

 RSC21-22-03 SFC Review paper.pdf

3.3. *Update on recruitment and consideration of changes to FE allocations

John Kemp & Niall McArthur

The Committee received an update on recruitment from J Kemp. In higher education, recruitment to full time non-controlled year one SFC-funded activity had been difficult this year for a variety of reasons including expansion of provision in other universities and the ineligibility of EU students for funding. The executive view is that with the expected decrease in recruitment from new applicants compared to what was achieved last year, meeting the increased funded places target will be difficult. The 2% tolerance level gives some further leeway, particularly for decreases in progression of continuing students. Until a clearer picture emerges on conversion of applicants and continuing student numbers, the 2% tolerance level should be achievable but could be challenging.

In further education, for most partners, applications for FT places (which account for around two thirds of credits, but only a fifth of enrolments) are down. The figures are not final at this stage, but across the region they are down by 11 per cent compared to last year (at time of paper).

The Committee discussed the external causes for the application downturn, including demographics, buoyant local labour market, and the impact of Brexit. The Committee agreed that the university should be supportive of and playing a broader role in economic regeneration in fragile rural and remote areas, and should identify actions to mitigate, and to seek opportunities where applicants have been lost to the labour market that the university provide support around this (e.g. training, apprenticeships) and the need for the university to pivot toward and adapt to this change.

The Committee **noted** the update.

 RSC21-22-04 FE and HE stud figs 20-21 .pdf

3.4. *Change Management Programme/Blueprint

John Kemp & Max Brown

The Committee **noted** the change management programme/ blueprint update.

 RSC21-22-05 140921Blueprint.pdf

4. Unstarred Items

4.1. Performance Dashboard

The Committee **noted** the performance dashboard.

 RSC21-22-06 Dashboard140921.pdf

5. Date of Next Meeting: 4 November 2021

6. Any Other Competent Business

The Chair reported that he was progressing the appointment of a replacement Further Education Regional Lead as a key priority.

The Chair reported that it was his aim to evolve the Regional Strategy Committee to allow it to focus on reviewing and considering key strategic issues, rather than simply endorsing operational or executive reports. To this end, he reported he would be seeking quality presentations from the executive at future meetings and removing where possible areas of duplication. The purpose of the Committee quite is to make informed recommendations to Court to enable better and more informed decision making by Court. The agenda of future meetings would be reviewed to better reflect this priority. This approach was welcomed.

The Committee emphasised that several items on the agenda had several or mixed approval routes through the university's governance and committee structure, particularly the visual identity project and the SFC review, and it was important to clarify roles and responsibilities of the senior non-executive and executive committees and remove duplication wherever possible. The Chair thanked the members for their feedback on the Committee.

There was no other business and the Chair closed the meeting at 12:35.

DRAFT

University Court

Wed 22 September 2021, 14:00 - 16:30

MS Teams

Attendees

Board members

Alastair MacColl (Chair), Todd Walker, Florence Jansen, Fiona McLean, Mei-Li Roberts, Rosemary McCormack, Kyle Gee, Lesley A. Cole, Sara O'Hagan, Brian Crichton, Andrea Robertson, Angus Campbell, Heidi May, Linda Kirkland, Malcolm Burr, Poonam Malik, Sarah Helps

Absent: Beverly Clubley

In attendance

John Kemp, Roger Sendall, Gary Campbell, Lydia Rohmer, Donna Heddle, Lorna Walker, Niall McArthur, Nicholas Oakle (Clerk), Margaret Antonson (- in part), Maggie Croft (- in part), Gordon Dyett (- in part), Tony Blow (- in part)

Meeting minutes

1. *CHAIRMAN'S COMMENTS/OPENING ADDRESS

Alastair MacColl, the Chair of Court, opened the meeting and welcomed the members. The Chair also welcomed Kyle Gee to his first Court meeting, and congratulated Fiona Mclean on her appointment as the University Rector.

The Chair noted that it was his first Court meeting, and thanked members of the Court and the partnership for the warm welcome they had extended him since his election and appointment as Chair of Court.

 Court Agenda 22 Sept 2021.pdf

1.1. *Apologies

Apologies were **noted** from Beverly Clubley and Stuart Gibb.

1.2. *Declarations of Interest

Andrea Robertson declared an interest in item 6.9 - Appointment of Permanent Vice Chair. There were no other declarations of interest.

1.3. *Starring

The Chair moved and the members **agreed** to remove item 6.1 from the agenda, and noted that this paper will be forthcoming after the meeting for a decision by circulation. The Chair also moved and the members agreed to star and hold discussions **before** approval of items 6.6 and 6.9.

1.4. STAND Presentation

The Chair welcomed the members of Stand to the meeting and invited Lydia Rohmer to introduce the visual and branding identity project. L Rohmer gave members a short briefing on the background, context, and progress to-date on the project, highlighting the importance of the work in light of strategic changes. L Rohmer then introduced Stand, who gave a short presentation on the branding project.

The Court heard that the project's objectives were to develop a clear way of describing what UHI is; a way to express UHI's unique structure and offer; and a way for partners to explain their relationship with UHI. The naming strategy had been developed taking these objectives into consideration, with a visual identity system that was flexible enough for all partners to use. The tagline 'UHI is where learning means more' was noted. The Court were also presented with the new brand marquee and examples of promotional materials, as well as the image strategy for incorporating photography about place (aerial views), subjects and specialisms, and people, into marketing materials. Also covered were proposed colour schemes and Gaelic and bilingual strategies, as well as marketing campaigns and example merchandise. A proposed implementation timeline was presented.

The Court heard that sessions with individual partners were ongoing to address some outstanding queries and concerns. Stand has also undertaken further workshops with HISA and colleges to provide more detailed engagement and sense check of proposals, as well as with current and prospective students (local and rUK).

The Chair thanked the Stand members for the presentation and invited HISA to open the Court discussion on the project. Florence Jansen, HISA president, praised the project, which she and HISA saw as a positive move in the right direction to a more coherent partnership for students. The project also helped solve a perceived 'identity crisis', and clear up confusion amongst prospective and current students about the partnership's identity and mission.

The Principal and Vice Chancellor, Prof Todd Walker, supported F Jansen's remarks and commended the team for the excellent work as demonstrated in the presentation. He stated that the proposal for a unified brand that created a clear typology for naming, was a strong brand and strapline that was forward-thinking and one that the partnership could grow into, and was timely in light of the university's tenth anniversary.

Court members then discussed the project and the following key items were noted:

1. Members warmly welcomed the project which they regarded as timely, unifying, and collaborative. They especially welcomed the commitment in the project to celebrate and respect the diversity and uniqueness of individual academic partners whilst also providing a coherent and cohesive brand identity. Members were also pleased that HISA were supportive of the project and the benefits.
2. That the use of the 'UHI' and the removal of the term 'college' was a branding and marketing move only; there were no plans to change the legal identities of the academic partners or the university.
3. That additional stakeholder engagement was ongoing and focus groups planned. The members welcomed the extensive internal stakeholder consultation reported, and asked that the planned further consultation with prospective students also consult other external stakeholders such as businesses, local communities, regional agencies etc. L Rohmer reported that the response from the majority of stakeholders and communities has been overwhelmingly positive. The outstanding issues were mainly around detail of implementation.
4. Members queried the risks or challenges to implementation, including the costs. L Rohmer noted that an implementation plan would be reviewed by Partnership Council. She noted that a large portion of the costs could be absorbed into existing activity or routine replace/refresh cycles, and that one-off costs around building signage represented the highest implementation costs. A detailed inventory analysis and costing of this was now ongoing as part of the implementation plan.

The Chair moved and the members agreed to **approve** the branding and visual identity project and to commence implementation in coordination and consultation with Partnership Council. The Chair reiterated the Principal and Vice-Chancellor's appreciation to Lydia Rohmer and her team, as well as the Stand consultants, for their presentation and work towards the project's objectives.

[Maggie Croft, Gordon Dyett, Tony Blow, Margaret Antonson left the meeting]

2. MINUTES OF MEETINGS

2.1. *Approval of the minutes of 16 June 2021

Court **approved** the minutes of the previous meeting held on 16 June 2021 as a true and accurate record.

[UC21-22-136 Minutes_University Court_160621.pdf](#)

2.2. *Matters Arising

Court **noted** the matters arising paper. Prof Donna Heddle gave members an update on the Arctic Gateway Centre project, and the launch date of January 2022.

[UC21-22-137 matters arising.pdf](#)

2.3. *Review of Any Delegated Decisions

There were no delegated decisions reported.

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

2.4.1. - Audit Committee - 26 September 2021

Court **noted** the minutes of the Audit Committee meeting held on 26 August 2021.

[UC21-22-138 Minutes_Audit Committee_260821.pdf](#)

2.4.2. - Finance & General Purposes Committee - 9 September 2021

Linda Kirkland, Chair of Finance and General Purposes Committee (FGPC), highlighted two items from the minutes of the previous FGPC meeting. L Kirkland reported that a curriculum review presentation had been welcomed by the FGPC members, and that the Committee had noted that it was intricately linked with other projects and strategic aims of the university, including residences occupancy, financial sustainability, and student recruitment.

She also noted that the Committee had reviewed the Finance System project and after due consideration of the issues and risks made several recommendations. A further presentation on the finance system was expected at the next joint meeting of the FGPG and Audit Committees in November 2021.

Court **noted** the minutes of the FGPC meeting held on 9 September 2021 and the verbal update.

[UC21-22-139 Minutes_Finance & General Purposes Committee \(FGPC\)_090921\(1\).pdf](#)

2.4.3. - Regional Strategy Committee - 14 September 2021

Court **noted** the minutes of the Regional Strategic Committee held on 14 September 2021.

[UC21-22-140 Minutes_Regional Strategy Committee \(RSC\)_140921 Draft.pdf](#)

2.4.4. - Academic Council/Activity Report

The Court **noted** the Academic Council activity report. Prof Gary Campbell, who chaired the last Academic Council meeting, advised Court that Academic Council were keen to issue a joint statement to reflect on broad commitments to the curriculum based on articles of association.

[UC21-22-141 Academic Council Officers Report.pdf](#)

2.4.5. - Remuneration Committee - 1 July 2021

Dr Poonam Malik, Chair of Remuneration Committee, highlighted three matters discussed at the last meeting. These included the appointment of external consultants to advise on remuneration, a cost-of-living increase, and approval of the new senior structure.

Court **noted** the minutes of the meeting Remuneration Committee held on 1 July 2021.

[UC21-22-142 Minutes_Remuneration Committee_010721.pdf](#)

2.4.6. - Nominations Committee - 3 August 2021

Andrea Robertson, Chair of Nominations Committee, highlighted three matters discussed at its last meeting. She reported that there had been a limited response to recently advertised vacancies for Further Education Regional Lead and for Independent Members of Court; Court members were asked to advertise or promote the opportunities across their networks, or make suggestions for increasing the reach of these vacancies directly to the Acting Secretary, Roger Sendall.

A Robertson asked Court to note that Nominations Committee had recently reviewed its terms of reference, which included taking responsibility for monitoring the effectiveness reviews of Court and its committees, and that this was later on the agenda for Court's approval.

One Court member expressed concern that in previous versions of the minutes of the meeting circulated to Court members individual applicants had been identified. A Robertson apologised and reported that this had been an administrative mistake and that an appropriately redacted version issued immediately when this oversight had been identified.

Court **noted** the minutes of the meeting of the Nominations Committee held on 3 August 2021 and the verbal update.

[UC21-22-143 Minutes_Nominations Committee_030821.pdf](#)

3. *VICE CHANCELLOR'S REPORT

Prof Todd Walker, Principal and Vice Chancellor, introduced his report. He noted that items 6.2 and 6.3 on the Court agenda were not starred, but wanted to highlight to members the success around student experience they reported. He asked members to join him in recognising and celebrating the hard work of staff across the partnership in achieving these results.

T Walker reported that FGPC had been informed of ongoing challenges to student recruitment, with further education (FE) and higher education (HE) applications down compared to 2020-21. He reported that across the sector there had been a report of a 'trickle-up' effect, whereby expanded provision had led to more students being offered – and accepting – places at higher-ranked universities in Scotland.

John Kemp, Interim Chief Operating Officer, further expanded on the recruitment challenges, particularly around further education. He reported that further detailed analysis was ongoing and that no discernible pattern had yet been identified at a subject level. He also noted, as well as changes more broadly to demand, that a specific change to the method for student enrolments and related technical issues may have negatively impacted enrolment figures this year. The Court requested an interim briefing on recruitment in 4 weeks.

Action: J Kemp to provide recruitment update paper to Court on or by 20 October.

T Walker highlighted the part of his report concerning the recent media interest following an interview he gave to the press in which he had used the term "vanity courses" to describe parts of the university's curriculum. T Walker apologised for the mistake and the use of the term, and clarified and contextualised his comments, and reported on the internal and external engagement programme that had been initiated as a result of the media piece. He also reported that he had reflected extensively on the incident and the feedback it generated, and recognised the passion and esteem the community and the stakeholders held for both the university and its curriculum and mission.

Florence Jansen, HISA President, expressed HISA's disappointment that both the report, the verbal update, as well as the stakeholder engagement plan they described, lacked focus on student engagement and due recognition of the impact of the comments on the university's students.

T Walker then reported on the development of six strategic themes that had emerged from a development day with the Chair of Court and Principals Executive Group and arising from the university's newly approved Strategic Plan. These included: leadership, partnership model, curriculum, research excellence, income diversification, and positioning. The Court noted the strategic themes and the Chair reported his intention to hold thematic meetings of the Court on these key strategic areas.

Court **noted** the vice-chancellor's report and verbal update.

 UC21-22-144 P&VC Report to Court 22 September 2021.pdf

4. *HISA REPORT

Florence Jansen, HISA President, introduced the HISA report. She reported that the new executive was now working in a blended environment given the return to campuses following easing of pandemic restrictions; that the student voice review was ongoing; and that by-elections were scheduled.

Court members queried whether F Jansen and HISA felt adequately supported around mental health issues. F Jansen reported that there was increased capacity and training for mental health support, there was collaborative partnership working, and that both HISA and UHI had applied additional resource. She also reported that a new mental health phoneline has been developed in cooperation with the university. F Jansen reported that HISA and the university were providing sector-leading practice for mental health support but that work could always be done to raise awareness of these services amongst students.


Court **noted** the HISA report and the accompanying verbal update.

 UC21-22-145 HISA Update Sept 21 final.pdf

5. *STARRED ITEMS FOR DISCUSSION

5.1. *Branding Presentation: Stand Agency

[Discussed under item 1.4]

 UC21-22-146 Branding Project.pdf

5.2. *SRUC UHI Final Report

Prof Todd Walker, Principal and Vice-Chancellor, reported on the SRUC report. T Walker advised that Court were asked to endorse the approach as recommended in the paper, namely that a select committee constituting senior executives from SRUC and UHI be appointed under a heads of term arrangements to review options, with a focus on advantages, opportunities, and deliverability.

Court members discussed the proposal. Members expressed concerns given the significant number of other change management activities underway involving the senior executive, and whether the proposal represented clear and realisable benefits for the university. Members also queried whether further progress should first await a clearer direction from the Scottish Government on the SFC review.

Court **noted** the update and endorsed the proposal, and asked that the heads of terms were reversible and no commitments were made by the university at this stage.


 [UC21-22-147 SRUC Court paper Sept21.pdf](#)

5.3. *Project Update Report for Change Workstreams

Dr John Kemp, Interim Chief Operating Officer, provided Court members with an update on the change workstreams. Court members then discussed the report. In the discussion the following key points were noted:

1. That there was a significant amount of change activity and that the executive should ensure that communications about these be appropriately cascaded across the partnership to ensure appropriate consultation, constructive feedback, and buy-in.
2. In the curriculum review, HNCs and HNDs were being reviewed on a case-by-case basis. One Court member emphasised the value of these HNCs and HNDs to certain partners. Further education was also not necessarily an 'inward attractor' as described in the report.
3. An update on the Executive Office restructure was sought and provided by Todd Walker. He advised that the baseline cost had now been established, but that the consultation feedback was still being processed, and as such the final structure and the associated costs were not yet known. He advised that as soon as these were identified these would be reported to Court. Court stressed the importance that the restructure be a method to achieve future financial sustainability; to this end Court urged that the costs of the restructure be carefully evaluated and managed before implementation to achieve this aim.


The Court **noted** the update report.

 [UC21-22-148 Project Update report for Change Workstreams update Sept 2021.pdf](#)

5.4. *Academic Partner Agreement Update

Roger Sendall, Acting Secretary, updated members on progress on the partner agreements. He reported positive progress on the matter, with dates of a discussion forum now agreed, good engagement in the process, and the expectation of final agreement anticipated for May 2022.

The Chair **noted** the update.

 [UC21-22-149 AP Partner and Service Level Agreements Update .pdf](#)

5.5. *MAATIC Moray Growth Deal

Professor Gary Campbell, Vice Principal Strategic Developments, gave members an update on the MAATIC Moray Growth Deal. He reported that the outline business case was now completed and Court approval for an advance on funding of £500k was sought to further development and the final business case. He noted that the project was fundamentally connected to the curriculum review and would allow an expansion and enhancement of the engineering and aviation portfolio.

Linda Kirkland advised that Finance and General Purposes Committee had reviewed the proposal and recommended it for Court's approval following receipt of further details on the nature and purpose of the expenditure. She noted that the decision was not completely without risk, but that it was a measured risk that had significant benefits.

The Chair moved and the members resolved to **approve** the MAATIC funding proposal. The Chair asked that clear lines of responsibility and accountability be embedded and that the Court were updated on progress.

Action: G Campbell to provide update report to Court on MAATIC Moray Growth Deal.

 [UC21-22-150 MAATIC Moray Growth Deal.pdf](#)

5.6. *Merger Alignment of Four Academic Partner Update

Lydia Rohmer, Vice-Principal (Tertiary), gave Court a verbal update on the merger project.

L Rohmer advised Court of the developments, including a recent visioning event and the decision on 17 September by Argyll College UHI to withdraw from the merger. A Shadow Partnership Board would be meeting on 23 September to commence activity on merger between the remaining three partners (Lews Castle College UHI, North Highland College UHI, and West Highland College UHI) with a view to completing the merger by January 2023.

The Court **noted** the update and advised that thorough local stakeholder engagement would be vital for success, especially given the wider awareness that the project now has.

6. UNSTARRED ITEMS

6.1. Annual Quality report to SFC (institution-led review AY 2020-21) - to follow

[This item deferred and paper to follow for approval by circulation].

6.2. National Student Survey Results

Noted without further discussion.

[UC21-22-152 National Student Survey Results.pdf](#)

6.3. Postgraduate Taught Experience Survey results

Noted without further discussion.

[UC21-22-153 Postgraduate Taught Experience Survey results.pdf](#)

6.4. *Academic Partner Quarterly Status Reports

Members requested that this item be starred for discussion.

Members noted that the quality and quantity of the reports were mixed; and that Court members would find value in partners raising key issues and risks and ways in which the Court and the university could assist or mitigate these risks. Members queried whether the template or the requirements could be better communicated to partners to this end. It was also noted that one report specifically asked for an appropriate feedback loop to respond to concerns raised via these reports.

Action: Acting Secretary to review the status report requests, emphasise the importance of these reports with partners, and respond specifically to the partner seeking clarity on feedback loops.

[UC21-22-154 September 2021 AP Court Status Reports.pdf](#)

6.5. Amended Nominations Committee Terms of Reference

Members **approved** the amended nominations committee terms of reference without further discussion.

[UC21-22-155 Amended Nominations Committee ToR.pdf](#)

6.6. Confirmation/Appointments Changes to Assigned College Boards

Members **homologated** the independent chair interim appointments without further discussion.

[UC21-22-156 NHC and IC independent chair interim appointments.pdf](#)

6.7. Risk Management Report and High-level Risk Register

Members **noted** the risk management report without further discussion.

[UC21-22-157 Risk Management Report September 2021 \(1\).pdf](#)

6.8. Academic Partner Financial Monitoring


Members **noted** the academic partner financial monitoring paper without further discussion.

[UC21-22-158 - Summ AP FFRs 20-21.pdf](#)

6.9. *Confirm Appointment of Permanent Vice Chair and Senior Independent Court Member

[A Robertson declared an interest in this item].

Members **approved** the vice chair appointment without further discussion.

 UC21-22-159 Vice Chair Appointment Confirmation.pdf

7. *AOB

There was no other business and the Chair closed the meeting at 16:05.

DRAFT

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 | | | | | | | 18/8/2021 am |
| 23/8/2021 | | | | | | | |
| 30/8/2021 | | | | | | | |
| 6/9/2021 | | | 9/9/2021 pm | | | | |
| 13/9/2021 | | | | | | | 15/9/2021 am |
| 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 | | | | | 27/10/2021 – am and pm | 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 | | | | |
| 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 | | 17/2/2022 pm | | | | |
| 21/1/2022 | | | | | | 24/2/2022 | |
| 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 |
| 29 September 2021 | 22 September 2021 | 14 September 2021 |
| 3 Nov 2021 | 24 November 2021 | 4 November 2021 |
| 12 January 2022 | 14 December 2021 | 10 February 2022 |
| 2 February 2022 | 16 March 2022 | 3 May 2022 |
| 2 March 2022 | 15 June 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> |
|------------------------|--|--|--|--|
| 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 and Learning 7. Update on Organisational Development 8. Update on Health and Safety 9. Update on Finance 10. Emerging Issues – Summary of Board and Committee Annual Evaluation for 2020-21 <ul style="list-style-type: none"> ● Partnership Agreement ● EO Restructure ● Board Recruitment ● Recruitment of Replacement Clerk 11. HISA update 12. Reserved Minutes 13. Moray Growth Deal – verbal update | Chair Principal Clerk Minute Secretary SLT | 0930-1230 |

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

| | | | | |
|-------------------------|--|--|--|-----------|
| 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 | |
| 27/10/2021 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 |
| 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. Update on Curriculum and Learning <ul style="list-style-type: none"> ○ EREP Update 4. Update on Organisational Development 5. Estates Update 6. Update on Finance 7. Policies Update 8. Minutes of Court 9. Minutes of Regional Strategic Committee 10. HISA update 11. Emerging Issues 12. Reserved Minutes and Matters Arising 13. Any other Reserved matters | Chair Principal Clerk Minute Secretary SLT | |

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

| | | | | |
|--------------------------|--------------------------|--|--|---|
| 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 ○ 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. 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. EREP Final Report | Chair Principal Clerk Minute Secretary SLT | |
| 24/2/2022 | Special Board meeting am | <p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Board and Committee Meetings 2. Matters Arising 3. Emerging Issues | Clerk Chair SLT Minute Secretary | Statutory Accounts to be signed off at this meeting and forwarded to SFC asap |

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

| | | | | |
|------------------------|-------------------------------|---|---|--|
| | | <p>4. Reserved Items</p> <ul style="list-style-type: none"> a. Annual External Audit Report b. Audit Committee's Annual Report to the Board c. Annual Statutory Accounts <p>5. AOB</p> | | |
| 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"> o Student Recruitment and enrolment o Refined KPI's o Operational Plan 2021-22 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 <ul style="list-style-type: none"> o Update on Partnership Assembly 8. HISA update 9. Policies due for Review 10. External Audit Report 11. Internal audit Report 12. Audit Committee's annual Report to the Board - 13. Annual Statutory Accounts | <p>Chair Principal Quality Officer Clerk Minute Secretary SLT</p> | |
| 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 | <p>Clerk Board Member</p> | |
| 24/3/2022 1300-1600 | Board Development Meetings pm | One to one Development Meetings and Training Plans | <p>Chair Vice Chair</p> | |

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

| | | | | |
|------------------------|------------------|--|---|--|
| | | | Clerk | |
| 23/6/2022 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 2022-23 ○ 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 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 | <p>Chair Principal Clerk HISA Reps Quality Officer Minute Secretary</p> | |
| 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 | |

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. Internal Audit Reports <ul style="list-style-type: none"> ○ Complaints Handling ○ Status of remaining plan for 2020-21 ○ Internal Audit Plan for 2021/22 6. Risk Register and Risk Appetite 7. Update on Status of Audit Register 8. Update on Status of Policy Schedule <ul style="list-style-type: none"> ○ Summary overview on status of all policies 9. Update on UHI Joint AP's Audit Committee 10. Draft Letter to EY to Those Charged with Governance 11. Report on NFI 12. Annual Paper on Fraud 13. Review of Committees work planning 14. Draft Annual Audit Report to the Board | 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

| | | | | |
|-------------------------|----------------------------|---|---|--|
| 25/11/2021 1300-1330 | | Private Meeting between Audit Committee and Internal Auditors | Convenor Audit Committee members Internal Auditors | |
| 25/11/2021 1330-1630 | Audit Committee meeting pm | <p>Agenda:</p> <ol style="list-style-type: none"> 1. Minutes of Previous Meetings 2. Emerging Issues 3. 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 <ol style="list-style-type: none"> a. Student Activity Data Report 2020-21 b. Student Support Funds Report 2020-21 c. SFC Student Support Funds Return 2020-21 d. EMA Return 2020-21 e. EMA Year-end Statement 2020-21 8. Report on Staff Development from Staff Governance Committee 9. Policy Schedule <ol style="list-style-type: none"> a. Plan and timeline 10. External Audit: Ernst Young Draft Report on the 2020-2021 Audit 11. Audit Committee's Draft Annual Report to the Board of Management 2020-21 12. Annual Procurement Report from F&GP | Convenor FD Internal Auditors External Auditors Clerk Minute Secretary | |

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

| | | | | |
|------------------------|--|--|---|--|
| | | <ul style="list-style-type: none"> 13. Final version of completed checklist for Code of Good Governance 14. Letter to EY To Those Charged with Governance 15. Statutory Accounts 2020-21 | | |
| 17/2/2022 | Private meeting between Internal Auditors and members of the Audit Committee 1230-1300 | | | |
| 17/2/2022 | Private meeting between External Auditors and members of the Audit Committee 1300-1330 | | | |
| 17/2/2022 1330-1630 | Joint Audit Committee and Finance and General Purposes 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 Plan 2021-22 6. Internal Audit Progress Reports 2020/21 7. Appropriate Risk Training 8. Reporting and Monitoring Theft 9. Quality Assurance and Improvement Progress Report 10. Deep Dives 11. Update from UHI Joint AP Audit Committee 12. Final letter to EY To Those Charged with Governance 13. Final Audit Committee Report to the Board 14. Final External Audit Report from EY 15. Internal Audit Report from Wylie & Bisset 16. Statutory Accounts 2020-21 | <p>Convenor FD Internal Auditors Clerk Minute Secretary</p> | |
| 19/5/2022 | Audit Committee meeting pm | Agenda: | Convenor | |

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

| | | | | |
|-----------|--|---|--|--|
| 1330-1630 | | <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>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 | | |
|--|--|---|--|--|

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

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: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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: <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: 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> | |
|-------------------------------|--|---|---|--|

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

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 | | |
|--|--|---|--|--|