

**BOARD OF MANAGEMENT**

Board Meeting to be held

On 23 September 2021 at 0930 by Teams

Agenda Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
<b>BM.21.04.01</b>	(i) Resignations	Clerk	Noting
	(ii) Appointments		
<b>BM.21.04.02</b>	Apologies for Absence	Clerk	Noting
<b>BM.21.04.03</b>	Any Additional Declarations of Interest including specific items on this Agenda	Chair	Noting
<b>BM.21.04.04</b>	Minutes of previous Board meetings:	Chair	Decision
	(i) Draft Minutes of Board Meeting held on 22 June 2021*		
<b>BM.21.04.05</b>	Matters Arising from previous Board meetings:	Clerk	Noting
	(i) Matters Arising from Board Meeting held on 22 June 2021 *		
<b>BM.21.04.06</b>	Principal's Report – RESERVED*	D Patterson	Noting
	(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		
<b>BM.21.04.07</b>	Curriculum and Learning Update	D Patterson	Noting
	(i) Estimated Student Outcomes 2020-21		
	(ii) FE Enrolment 2021-22		
	(iii) HE Enrolment 2021-22		

Draft Agenda Board Meeting 23-09-2021

	(iv) UHI Curriculum Review Update	J Andrews G Rendall	
<b>BM.21.04.08</b>	Organisational Development – Verbal update	C Thomson	Noting
	(i) VSS Update		
<b>BM.21.04.09</b>	Finance Update *	S McInnes	Noting
	(i) Draft Management Accounts		
	(ii) 21/22 Budget and 3 Year FFR		
<b>BM.21.04.10</b>	Estates Update *	D Duncan	Noting
	(i) Covid Update		
	(ii) Impact of Blended on site and off campus working		
	(iii) Facilities Manager – priorities for 2021-22		
<b>BM.21.04.11</b>	Minutes from previous Committee Meetings		Noting
	(i) Draft Minutes from Finance and General Purposes Committee on 16 September 2021 ~	M Easton	
<b>BM.21.04.12</b>	Draft Minutes of University Court on 16 June 2021 *		Noting
<b>BM.21.04.13</b>	UHI Branding Project	D Patterson	Noting
<b>BM.21.04.14</b>	HISA Update	R Stradling C Leese	Noting
	(i) Induction and First Impressions		
	(ii) Plans for Session		
<b>BM.21.04.15</b>	Emerging Issues		
	(i) Partnership Agreement		
	(ii) Proposed EO Restructure		
	(iii) Recruitment of replacement Clerk to the Board		
	(iv) Board Recruitment		
	(v) Summary Report on Annual Board and Committee Evaluation 2020-21 ~	Clerk	Noting
<b>BM.21.04.16</b>	Date of Next Meeting: 28 October 2021	Clerk	Noting

Draft Agenda Board Meeting 23-09-2021

<b>RESERVED ITEMS</b>			
<b>BM.21.04.17</b>	Reserved Minutes of Previous Board Meetings.	Chair	Decision
	(i) Reserved Draft Minutes of Board Meeting 22 June 2021 *		
<b>BM.21.04.18</b>	Reserved Matters Arising/Actions from previous Board meetings:	Clerk	Noting
	(i) Reserved Matters Arising/Actions from Board Meeting 22 June 2021 *		
<b>BM.21.04.19</b>	Reserved Minutes from previous Committee Meetings		
	(i) Draft Reserved Minutes from Finance and General Purposes Committee on 16 September 2021 ~		
<b>BM.21.04.20</b>	Staffing Matter *	M Easton	Discussion and Decision



**Board of Management  
Minutes of Meeting held on  
Tuesday 22 June 2021  
At 1330 hours by Teams**

**Present**

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

**In Attendance**

Cathie Fair (Clerk)	Derek Duncan
Eleanor Melton (Minutes)	Chris Newlands
Nikki Yoxall	Caelum Leese (HISA)
Rhiannon Stradling (HISA)	

Item		Action	Date
<b>BOM.21.03.01</b>	<b>i. Resignations</b>		
1.1	Cathie informed members of the resignation of Hermione Morris (HISA), Kyle Gee (HISA), Stuart McCracken and Deborah Newton. It was also noted that Cathie would be retiring at the end of October 2021.		
	Peter Graham wanted to personally thank Cathie on behalf of the Board for all the work she has put in to support the board over the years. She will be a huge miss.		
	<b>ii. Appointments</b>		
1.2	The new appointments to the board are Rhiannon Stradling and Caelum Leese who are the newly appointed reps for HISA.		
<b>BOM.21.03.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from Carolyn Thomson.		
<b>BOM.21.03.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	Rosemary declared interest in item 3.6 (viii) Recruitment of Director of Curriculum and Learning.		

**Agenda Item: BOM.21.XX.XX**

<b>BOM.21.03.04</b>	<b>Draft Minutes of meeting held on 24 March 2021</b>		
4.1	Jessie noted a missing point on the achievement of carbon neutrality being overseen in terms of governance by Finance and General Purposes Committee and Cyber Security by Audit Committee. The Minutes were accepted as an accurate account of the meeting pending the amendment as agreed above. Proposed: Rosemary McCormack Seconded: Jessie McLeman		
<b>BOM.21.03.05</b>	<b>Matters Arising/Action Sheet from meeting held on 24 March 2021</b>		
5.1	All actions were recorded as complete apart from 9.1 – HISA position on Curriculum – Hermione not available to comment. 17.2 – Board involvement on 50 <sup>th</sup> Anniversary Celebrations – outstanding.		
	Chair asked that it be noted in the minutes, the appreciation Board members have towards the staff at Moray College for the way they have coped throughout both Covid and the Cyber Incident. It was also suggested that this be noted within David’s weekly newsletter		
<b>BOM.21.03.06</b>	<b>Principals Report</b>		
	<b>i. Cyber Incident</b>		
6.1	This item is reserved and the minute held in confidence.		
	<b>ii. Predicted Student Outcomes 2020/21</b>		
6.2	This item is reserved and the minute held in confidence.		
	<b>iii. Student Applications 2021/22</b>		
6.3	This item is reserved and the minute held in confidence.		
	<b>iv. Staff Survey and Plans 2021/22</b>		
6.4	This item is reserved and the minute held in confidence.		
	<b>v. Voluntary Severance Scheme</b>		
6.5	This item is reserved and the minute held in confidence.		
	<b>vi. Moray Growth Deal</b>		
6.6	This item is reserved and the minute held in confidence.		
	<b>vii. Academic Partner Report to Court</b>		
6.7	This item is reserved and the minute held in confidence.		
	<b>viii. Recruitment of Director of Curriculum and Learning</b>		
6.8	This item is reserved and the minute held in confidence.		
	<b>ix. Health and Safety Incidents</b>		
6.9	This item is reserved and the minute held in confidence.		
<b>BOM.21.03.08</b>	<b>Curriculum Update</b>		
8.1	It was agreed that this item be discussed due to Nikki not being available at this time. Chris updated members on the current curriculum strategy. Earlier in the year SFC had requested that the credits per student be reduced from 18 to 16. This was to enable lecturers to deliver increased FE provision. It was thought that the demand for FE provision would increase due to job		

**Agenda Item: BOM.21.XX.XX**

	<p>losses because of Covid. However, this did not happen due to the furlough scheme extensions.</p> <p>This has been accepted by SFC and our planned provision is now based on the delivery of 18 credits.</p> <p>There has been no sight of the HE impacts at this time but the new director will need to have a good understanding of this prior to it being provided.</p> <p>The has been a huge amount of reflection over the year, especially on approvals and modifications, these being discussed via the weekly CAMP (Course Approval and Modifications) meetings. These meetings are now being held up as good practice.</p> <p>Paul questioned if the reduction in the credits delivered would impact any funding due.</p> <p>Chris reassured members that we are not being penalised for this as it has been recognised that we were following guidance received from SFC.</p> <p>Jessie questioned the position of the Curriculum Strategy going in to the next year.</p> <p>Chris explained that it is due for review by the end of July and the new director will need to understand and be a part of the new strategy.</p> <p>David informed members that he has nominated himself to represent Moray on the UHI Academic Council.</p>		
<b>BOM.21.03.09</b>	<b>Finance Update</b>		
	<b>i. Q3 Management Accounts</b>		
9.1	This item is reserved and the Minute held in confidence.		
	<b>ii. Proposed 2021/22 Budget</b>		
9.2	This item is reserved and the minute held on confidence.		
	<i>Nikki Yoxall joined 14.50pm</i>		
<b>BOM.21.03.10</b>	<b>Estates Update</b>		
	<b>i. Update on Backlog maintenance and Capital Spend</b>		
10.1	<p>Derek provided members with a brief update on the current position.</p> <p>Phase 2 of the roofing project is underway in P wing. Phase 3 of roofing (B wing) is due to go out for UK wide tender. This will require Board level approval due to the size of the project.</p> <p>There have been some issues with the gas pipelines at Linkwood Technology centre, work has started to fix this.</p> <p>There are a lot of smaller jobs ongoing along with the annual summer schedule of maintenance to commence.</p>		
<b>BOM.21.03.07</b>	<b>Learning and Teaching Update</b>		
7.1	<p>Nikki began by offering her apologies for being late to today's meeting.</p> <p>It was explained that CAPBs (Course Academic Progression Board) are well underway this week. Several students are being extended to the end of this week or the end of August.</p> <p>Following attendance at CAPBs there are lessons to be learned when it comes to over-assessing.</p>		

**Agenda Item: BOM.21.XX.XX**

	<p>Unfortunately, it doesn't look like we will meet the 70% FE FTE success this year, currently predicting 66% with Scotland's average sitting around 65%.</p> <p>There has been some concern around students extended to august achieving, however, there have been reassurances given by academic staff that there is support in place for these students to achieve.</p> <p>Updating on a recent unexpected HMI visit, Nikki explained we had received fantastic feedback upon looking at our online delivery/remote learning.</p> <p>There had been real positives around the Skills for Life programme as many other colleges had pulled this programme altogether.</p> <p>Peter ask Rhiannon and Caelum for their views and if they felt the students would have the same view as the HMI.</p> <p>Rhiannon agreed with all Nikki's feedback.</p> <p>Peter took this opportunity to thank Nikki on behalf of the board and wish her all the best for the future.</p>		
	<i>Nikki left at 15.15pm</i>		
<b>BOM.21.03.11</b>	<b>Minutes from Previous Committee Meetings</b>		
	<b>i. Draft Minutes from Audit Committee on 18 May 2021</b>		
11.1	Jessie supported the minutes provided and highlighted key points. It was also noted that there may be a slight risk around the date of the presentation of the Statutory accounts for this year.		
	<b>ii. Draft Minutes from Staff Governance Committee on 1 May 2021</b>		
11.2	The minutes were circulated for noting. Peter commented on the success of the Staff Survey.		
	<b>iii. Draft Minutes from Finance and General Purposes Committee on 8 June 2021</b>		
11.3	The minutes were circulated for noting.		
	<b>iv. Draft Minutes from Remuneration Committee on 9 June 2021</b>		
11.4	The minutes were circulated for noting.		
	<b>v. Draft Minutes from Learning, Teaching and Quality Committee</b>		
11.5	Praise to all staff and SLT for the work and efforts throughout Covid and the Cyber Incident. Chris provided clarification on the mentioned CRM system. It had been agreed at this committee that it would become a priority for the coming year to engage with CRM system.		
<b>BOM.21.03.12</b>	<b>Draft Minutes of Regional Strategic Committee on 4 May 2021</b>		
12.1	The minutes have been provided for reference.		
<b>BOM.21.03.13</b>	<b>UHI Update</b>		
	<b>i. UHI Strategic Plan</b>		

**Agenda Item: BOM.21.XX.XX**

13.1	Outline of the plan has been shared previously. David explained he is comfortable with the plan and the priorities set out within. There is a good framework to be discussed. He would like Moray College plan to be consistent with UHI Strategy.		
	<b>ii. UHI Partnership Agreement</b>		
13.2	Discussed earlier in the meeting. Peter provided clarification on the progress so far. It is looking like we will sign an interim agreement pending approval from lawyers.		
<b>BOM.21.03.14</b>	<b>Update on Security Incident</b>		
14.1	Derek explained we are still at risk of a future attack, however, constantly looking at ways to further secure the network but in a way that reduces the burden on the staff accessing systems. Derek briefly explained issues that have been raised by Moray's ICT Team. Board questioned whether Roger Sendall has produced his 'lessons learned' paper? Derek explained there is currently a Draft version with a final version to be released in due course although some items may be reserved.		
<b>BOM.21.03.15</b>	<b>HISA Update</b>		
15.1	Kyle updated members, currently in the handover period. Interviews have been held for the Staff Support post. Currently organising the colleges 50 <sup>th</sup> anniversary celebrations. Chair offered the Board's support noting here is a willingness from Board members to mentor HISA reps.		
<b>BOM.21.03.16</b>	<b>Emerging Issues</b>		
	<b>i. Board Recruitment Plans</b>		
16.1	There are 2 vacancies to be advertised. Looking for someone with Accountancy/Audit skills. Hoping to hold recruitment interviews in August. A support staff member has successfully been appointed following an all-staff vote. Stuart Cruickshank will join the Board from August.		
	<b>ii. Draft Board Plan 2021/22</b>		
16.2	The plan has been provided for approval. Things can be and may be added but it provides a good base to work from for whoever takes up post following Cathie leaving. David noted that Graduation has been cancelled. Members agreed that an in person development day would be the preferred option.		
	<b>iii. Annual Board and Committee Evaluation 2020/21</b>		
16.3	Cathie explained the difficulty in getting members to respond. A lot of reminders had to be sent out. An analysis will be produced for the Board meeting in September. It was suggested that members of LTQ who expressed dissatisfaction speak with either Cathie or Anne with regards to any issues. It would be good to know if there is a underlying issue that can be resolved.		

**Agenda Item: BOM.21.XX.XX**

<b>BOM.21.03.17</b>	<b>Date of Next Meeting</b>		
17.1	15 September 2021		
<b>RESERVED ITEMS</b>			
<b>BOM.21.03.18</b>	<b>Reserved Draft Minutes of Board Meeting held on 24 March 2021</b>		
18.1	This item is reserved and the minute held in confidence.		
<b>BOM.21.03.19</b>	<b>Reserved Matters Arising/Actions from Board Meeting hold on 24 March 2021</b>		
19.1	This item is reserved and the minute held in confidence.		
<b>BOM.21.03.20</b>	<b>Reserved Minutes from Previous Committee Meetings</b>		
	<b>i. Draft Reserved Minutes of Audit Committee held on 18 May 2021</b>		
20.1	This item is reserved and the minute held in confidence.		
	<b>ii. Draft Reserved Minutes of Staff Governance Committee held on 1 June 2021</b>		
20.2	This item is reserved and the minute held in confidence.		
	<b>iii. Draft Reserved Minutes of Finance and General Purposes Committee held on 8 June 2021</b>		
20.3	This item is reserved and the minute held in confidence.		
	<b>iv. Draft Reserved Minutes of Remuneration Committee on 9 June 2021</b>		
20.4	This item is reserved and the minute held in confidence.		
	<b>v. Draft Reserved Minutes of Learning, Teaching and Quality Committee on 15 June 2021</b>		
20.5	This item is reserved and the minute held in confidence.		
	<i>Meeting closed at 16.45pm</i>		

Reserved Matters Arising/Actions from Board Meeting on 22 June 2021  
Agenda Item: BM.21.04.05

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

Reserved Matters Arising/Actions from Board Meeting on 22 June 2021  
Agenda Item: BM.21.04.05

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



<b>Committee:</b>	Board of Management			
<b>Subject/Issue:</b>	Impact of blended on site and off site working			
<b>Brief summary of the paper:</b>	Provides 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.			
<b>Action requested/decision required:</b>	For noting			
<b>Status: (please tick ✓)</b>	<b>Reserved:</b>		<b>Non-reserved:</b>	✓
<b>Date paper prepared:</b>	17 <sup>th</sup> September 2021			
<b>Date of committee meeting:</b>	23 <sup>rd</sup> September 2021			
<b>Author:</b>	Derek Duncan			
<b>Link with strategy:</b> Please highlight how the paper links to, or assists with:  compliance. partnership services risk management strategic plan/enabler other activity (eg new opportunity) – please provide further information.	<b>Risk Register ID Moray/25:</b> Non-compliance with relevant statutory regulations.  <b>Risk Register ID Moray/4:</b> H&S non-compliance: risk to students/staff due to Covid-19.			
<b>Equality and diversity implications:</b>	No			
<b>Resource implications:</b> <i>(If yes, please provide detail)</i>	Supporting ICT arrangements for home working.			
<b>Risk implications:</b> <i>(If yes, please provide detail)</i>	Failure to respond to Government guidance to support staff working from home could lead to an increased footfall on-site and consequently higher risk of exposure to Covid-19.			

### Key Themes for Covid-19 Return to Campus

In addition to the established Covid-19 controls in College, there are specific requirements to support the return of staff and students:

- A limit on student numbers in lectures with physical distancing implemented across campuses (generally 2m in corridors, 1m in classrooms, labs and other facilities).
- Continued support for home working, unless detrimental to either the learning and teaching process or the overall wellbeing of staff.

Colleges are also required to have in place arrangements to support any return to Covid-19 level 0 which would significantly restrict staff and student activity on-campus.

### Capacity Planning

College offices and teaching facilities are operating at 1m distancing, except where risk assessments require increased spacing e.g. sport. The planned usable capacity has been reduced by 28% to accommodate this. All managers have been involved in planning staff activities around a restricted return of students to campus and these are summarised by teaching team below.

Support managers continue to support working from home, but student facing functions such as estates and student services are operating on-campus.

### Teaching Teams

Teaching teams have planned and implemented a return to campus using a blended delivery model and each area is detailed in table 1 below:

Teaching Area	Course Delivery Arrangements	Issues / Comments
Art (including Performing Arts)	Blended learning  Staff are working mostly on site, but blended learning is being used for theory classes.	Repairs to Victoria Art building will need to be planned to avoid disruption.
Business, Management and Accounting	Blended learning.  Staff are on-campus one day per week to support student engagement.	
Childcare	HNC, FE level 5 and 6 courses are all face to face with level 5 undertaking one unit online.  Placements will apply to HNC and level 6. All other provision is delivered remotely.  Senior phase is face-to-face on Wednesday.	
Communication and Core Skills	Majority of classes are face to face.	
Construction	Face-to-face.	No catering on site.  Additional laptops required at the Technology Centre.

Teaching Area	Course Delivery Arrangements	Issues / Comments
Computing and IT	Blended approach.	
Engineering	Face to face, with some on-line delivery.	No catering on site. Capacity limit has required careful planning of all practical classes.
Academic Partnerships inc. ESOL	Academic partnership staff are on-site on Wednesday so support the senior phase pupils.  All senior phase provision is face-to-face.  ESOL is face to face delivery.	
Future Focus	Face to face delivery.	
Hair, beauty and complimentary therapy	Blended approach, but all practical salons are open and busy with practical assessment work involving clients.	
Health and Social Care	Blended learning for HNC, FE Level 5 & 6.  Face to face on Wednesday for senior phase.  Work placements in care settings are underway for HNC.	
Horticulture	FE classes in full time at the Biblical Gardens – all practical work-based learning.	
Hospitality	Face to face.	Beechtree closure due to refurbishment – team has relocated to the refectory.
Networked degrees	All fully networked degree programmes remain on-line.	
Science	Mostly face-to-face with some on-line learning.	
Short courses (including leisure programme)	Face-to-face delivery, activity is starting up and planned for throughout the session.	
Skills for live	Face to face delivery.	
Social Science	Blended learning.  On line learning supported by 1 day face-to-face on-site.	
Sport	Blended approach with all sports facilities now open for practical activities.	

Teaching Area	Course Delivery Arrangements	Issues / Comments
	Some blended delivery for higher education courses, but all FE & school senior phase delivery is face-to-face.	

Table 1 Teaching Areas

## Support Areas

Table 2 highlights the support managers response. Where services are running remotely, guidance has been signposted to students to ensure services remain accessible:

Section	Working Arrangements	Issues / Comments
Administration Services Centre	All reception staff are on site working on a rota basis. All other staff are working from home and visit the campus as and when required.	Remote access to some services are slow / unreliable following cyber incident response.
DYW	All staff working on-site in schools and back in the office at the main campus. The DYW team has relocated to room C009.	Internet access when working at schools.
Estates	All Estates staff working on site as normal.	Changes to working practice to reduce staff working in base office.
Finance	Most staff working form home, essential site visits as and when required.	Access to HRWS (HR and Payroll system) remains problematic after cyber incident.
Human Resources	1 staff member based in College, all other team members work from home but visit the campus as and when required.	Safety of lone worker – regular checks in place.
Inclusive Learning Team (Learning Support)	Staff attend on an ad-hoc basis to meet students when required. Study bar will re-open when student services re-opens on the top floor of the LRC.	Team to relocate to C005 and new Wellbeing Bar to be opened in C007.
IT Unit	All staff are working on site at the moment due to high workload but will review.  Network printing is now available, with the Print Room providing an enhanced service to meet demand.	Changes to working practices following the cyber incident.  Working on solution for iMac printing.
Marketing and Bus. Dev.	Hybrid approach supporting AGBC events on site and working from home where possible.	Events have re-started.
Nursery	60 children registered, almost all staff working on site.	
Principal's Office	Staff mostly working from home, but 2 administration staff are on-campus part time to support laptop distribution.	Impact of UHI decision to suspend most exams for 21/22.
Quality Unit	Staff member working from home but attending on site as and when required.	
Strategic Leadership Team	A PIC is always on campus during working hours.	SLT members working on site have their own office

Section	Working Arrangements	Issues / Comments
	There are generally 2 or 3 SLT members on site each week.	space to work in isolation.
Student Services	<p>Library staff are on campus all the time, other student services staff coming in intermittently as and when required. Student Advice Manager on campus 4 and half days.</p> <p>Learning Development workers on campus 3 days per week out of 5, in the office.</p> <p>Counselling face to face or online.</p>	<p>Looking to open up all student services areas by 27th September (currently on the ground floor is open).</p> <p>Study space bookable via Eventbrite</p>

Table 2 Support Teams

<b>Committee:</b>	Board of Management			
<b>Subject/Issue:</b>	Facilities Manager Priorities			
<b>Brief summary of the paper:</b>	<p>Provides an overview of key priorities for session 21/22.</p> <p>Recruitment to the new Facilities Manager post provides an opportunity for more effective planning and co-ordination of Estates projects, with a key focus on improving safety culture overall.</p>			
<b>Action requested/decision required:</b>	For noting			
<b>Status: (please tick ✓)</b>	<b>Reserved:</b>		<b>Non-reserved:</b>	✓
<b>Date paper prepared:</b>	17 <sup>th</sup> September 2021			
<b>Date of committee meeting:</b>	23 <sup>rd</sup> September 2021			
<b>Author:</b>	Derek Duncan			
<b>Link with strategy:</b> Please highlight how the paper links to, or assists with:  compliance. partnership services risk management strategic plan/enabler other activity (eg new opportunity) – please provide further information.	<b>Risk Register ID Moray/8:</b> College Estate not fit for purpose			
<b>Equality and diversity implications:</b>	YES – DDA compliance in terms of access to all parts of the building.			
<b>Resource implications:</b> <i>(If yes, please provide detail)</i>	Significant, with the demands for projects exceeding the available funding.			
<b>Risk implications:</b> <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			

## **Key Priorities for Session 21/22**

This paper briefly outlines the priorities for the new Facilities Manager for the year ahead covering:

- Health and safety targeted areas for improvement.
- Procurement, including servicing contract renewals and funding priorities for 2021/22.
- Sustainability.
- Estates team management and internal systems.

### **Health and Safety**

Two key themes have been identified for the new session with the aim of contributing to the overall health and safety of estates related activity:

- Improved co-ordination with the Health, Safety and Wellbeing Officer at all stages of Estates project planning and delivery, with a focus on identifying ways of improving safety culture.
- Improve the management of contractors on campus including the sign off arrangements for completed work.

### **Procurement**

Except for statutory inspection work, the pandemic halted all planned repair work on campus. A key priority is to continue to respond to the Estates condition survey to maintain a wind and water-tight campus, with safety work being prioritised:

- Continuing with reactive maintenance, ensuring effective arrangements continue to be in place to respond to any incident.
- Improve the management of contracts to ensure timely renewal of all maintenance and servicing provision.
- Competition of all outstanding 2020-21 backlog maintenance work:
  - Roof Phase 3 (Birnie Wing)
  - Fire alarm system (Pluscarden and Birnie)
  - Minor repairs including fire safety work

### **Funding Priorities for 2021/22**

A key priority is to identify and deliver priorities for 2021-22 funding, with a focus on:

- Roof repairs phase 4 (Technology Centre)
- Culbin wing boiler replacement (subject to appraisal).
- Fire audit repairs.
- Pluscarden wing kitchens refurbishment (subject to business case).
- Curriculum and support area projects.

### **Sustainability**

The Facilities Manager will contribute to the UHI Sustainability Group which is expected to be re-started following the pandemic. A key priority is to identify CO2 reduction targets and improve data collection for CO2 reporting.

The new APUC supported Non-Domestic Energy Efficiency Framework (NEEEF) will be evaluated with a view to procuring a full energy efficiency audit of the College Estate. This will help the College identify and prioritise projects to reduce the carbon output of the College.

### **Estates Management**

Overall estates management priorities are:

- Full rollout of the new Estates Service Desk to all College staff.
- Development of proposals to procure:
  - New estates database system to better manage all estates features.
  - Building Information Modelling (BIM) tool for all building drawings.
- Supporting the development of the College Estates Strategy.
- Review training requirements for site assistants and cleaners.



**Finance and General Purposes Committee  
Draft Minutes of Meeting held on  
Thursday 16 September 2021  
At 1330 hours by Teams**

**Present:**

Murray Easton (Convener)  
David Patterson  
Rosemary McCormack  
Peter Graham

**In Attendance:**

Shelly McInnes  
Derek Duncan  
Cathie Fair (Clerk)

Item		Action	Date
<b>FGP.21.03.01</b>	<b>i. Resignations</b>		
1.1	Although not a member of the Committee, Deborah Newton, who was in Attendance at F&GP meetings, had resigned from the Board.		
	<b>ii. Appointments</b>		
	Caelum Leese was appointed as HISA Representative on the Board.		
<b>FGP.21.03.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from: Caroline Webster Caelum Leese Eleanor Melton		
<b>FGP.21.03.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest.		
<b>FGP.21.03.04</b>	<b>Draft Minutes of meeting held on 8 June 2021</b>		
4.1	The Minutes were accepted as an accurate account of the meeting. Proposed: Peter Graham Seconded: Rosemary McCormack		
<b>FGP.21.03.05</b>	<b>Matters Arising/Action Sheet from meeting held on 17 March 2021</b>		
5.1	All actions were either completed or on the agenda of today's meeting.		
<b>FGP.21.03.06</b>	<b>Emerging Issues</b>		
	<b>(i) Feedback from Court F&amp;GP</b>		

**Agenda Item: FGP.21.02.01**

6.1	<ul style="list-style-type: none"> <li>a. Concern was raised over a lack of decision-making process in relation to the Curriculum review.</li> <li>b. Gary Campbell had given a presentation on MAATIC which was very concise and clear. F</li> <li>c. FFR was presented by John Kemp. The underlying theme was the recurring deficit. Colleges themselves have done remarkable work in eliminating £8M and recovering to a break-even position.</li> <li>d. An independent review of the Tech 1 Project did not make pleasant reading but provided valuable learning. There is value in having an independent review of projects.</li> </ul>		
	<p><b>(ii) Moray Growth Deal</b></p>		
6.2	<ul style="list-style-type: none"> <li>a. DP provided for feedback on the status of MGD. Reeva Stage 3 currently paused. In relation to MAATIC Project There is a live munitions store near Drainie Road. The Amount of traffic on Drainie Road is a cause for concern.</li> <li>b. Committee questioned when the first intake of students will start and this is expected to be September 2024. Costs have overrun by £2.8 M.</li> <li>c. The Business Hub is a bit less developed. Currently seeking to recruit support for Craig Coulson. All comments have been fed back and incorporated into the Outline Business Case. A whole life carbon plan needs to be incorporated into the OBC.</li> <li>d. Committee questioned whether there is any value in identifying similar business hubs to identify past experience and lessons learned. DP confirmed that 5-6 Business Hubs will be looked at by the Business Enterprise Project Board.</li> <li>e. Key Milestones for next quarter             <ul style="list-style-type: none"> <li>i) Complete Outline Business Case</li> <li>ii) Complete REEVA Stages</li> <li>iii) Draft Memorandum of Understanding between ourselves, Robertsons and the Council</li> </ul> </li> <li>f. Council to acquire Levelling Up Funding to recover unaccounted for cost overruns.</li> <li>g. Shelly will be heavily involved in the Full Business case.</li> <li>h. Committee questioned whether the Board should be more involved in the Project Board.</li> </ul>		

**Agenda Item: FGP.21.02.01**

	<b>(iii) UHI EO Proposed Restructure</b>		
6.3	<p>a. A plan is now in place for front line reporting which has been agreed by Court. Any FD will report through the Director of Operations and not direct to the Principal and VC. Committee found this very surprising and were disappointed that the feedback does not seem to have been taken on board. The first senior roles are to be appointed and consultation was with EO staff rather than Principals and APs.</p> <p>b. Committee also expressed disappointment that EO's role has not been clarified and made transparent as well as concern over the role of FD across UHI and the need to have someone with very astute leadership and financial competence. After some discussion over the way forward the following was agreed:</p>		
<b>Action</b>	ME to write to Todd Walker directly with copy to Linda Kirkland on the back of previous communications to Garry Coutts expressing concern over the proposed structure.	<b>ME</b>	Immediate
<b>Action</b>	PG to write to new Chair of Court (Alistair McColl) expressing serious concerns of a similar nature (PG has already drafted a letter).	<b>PG</b>	Immediate
	<b>(iv) Partnership Agreement</b>		
6.4	This has been shelved as it was accepted it was a very dictatorial approach. The over-riding agreement states how we work together. Intention that comments are fed back by the end of the month with a proposed meeting on 28 October. MC unable to be involved as this is the date of our October Board meeting. Committee questioned how the principles of interaction will take place be developed.		
	<b>(v) Draft Outcome Agreement/Funding Letter</b>		
6.5	<p>a. This had been circulated for information. Currently, there is no Outcome Agreement in place. Colleges are reluctant to sign this and will seek legal advice.</p> <p>b. The question of the top slice and role of Executive Office needs to be raised in the context of the EO restructure as discussed under F.21.03.06 (iii). Legal advice may be required.</p>		
<b>Action</b>	This item to be added to Board Agenda.	<b>CF</b>	23-09-2021
<b>FGP.21.02.07</b>	<b>2020-21 Financial Forecast Return – Comparison v Budget</b>		
	<b>i. Q3 Management Accounts</b>		
7.1	a. College is reporting a deficit of £386K for financial year 2020-21.		

**Agenda Item: FGP.21.02.01**

	<p>b. This is an underlying operating break even position as per SFC's definition.</p> <p>c. Included in these results is £414K of income that has been deferred to next year as a result of students unable to complete their construction courses in 2020-21.</p> <p>d. Worst case scenario is a break-even position and best case is an underlying surplus. There is no benefit to having an underlying surplus and we should maximise what we can take forward.</p> <p>e. The Committee were asked for comments and noted that this is a very fair outcome given the circumstances we have been operating in.</p>		
Action	Shelly to keep Committee aware of any substantial changes.	<b>SM</b>	As required
<b>FGP.21.02.08</b>	<b>Estates Update</b>		
8.1	DD had circulated an update of Estates projects and consideration of 2021-22 priorities. Key projects under consideration were outlined in the paper. The key pressure is to get all funds committed.		
<b>FGP.21.02.09</b>	<b>Policies due for Review</b>		
9.1 <b>Action</b>	An update on the status of Policies due for review will be produced for the next Audit Committee.	<b>DD</b>	8-10-2021
<b>FGP.21.03.10</b>	<b>Date of Next Meeting</b>		
10.1	25 November 2021		
10.2  <b>Action</b>	The date of the joint Audit/F&GP Committee is likely to change due to EY not having started the Audit. The Committee asked for a letter from EY explaining why <b>EY are unable to meet</b> the deadline of the 31 December 2021 (this is not a delay of the College's making).	<b>SM</b>	ASAP
<b>Action</b>	Shelly to confirm whether meeting dates need to be rescheduled once the timetable for Audit has been set by EY.	<b>SM</b>	ASAP
<b>RESERVED ITEMS</b>			
<b>F.21.03.11</b>	<b>Reserved Minutes of F&amp;GP Meeting held on 8 June 2021 *</b>		
11.1	This item is Reserved and the minute held in confidence.		
<b>FGP.21.03.12</b>	<b>Reserved Matters Arising/Actions from F&amp;GP Meeting held on 8 June 2021</b>		
12.1	This item is Reserved and the minute held in confidence.		
<b>F.21.03.13</b>	<b>Draft FFR – 2021-22-2023-24</b>		
13.1	This item is Reserved and the minute held in confidence.		

# University Court

Wed 16 June 2021, 14:00 - 17:00

By VC Microsoft Teams

## Attendees

### Board members

Garry Coutts (Chair), Andrea Robertson (Vice Chair), Angus Campbell, Anton Edwards, Brian Crichton, David Sandison, Florence Jansen, Heidi May, Kirsty Macpherson, Malcolm Burr, Michael Foxley, Poonam Malik, Sarah Helps, Sara O'Hagan, Todd Walker, Rosemary McCormack

Absent: Mei-Li Roberts, Jack Shetata

### In attendance

Beverly Clubley (Observer), Gary Campbell, John Kemp (Acting Chief Operating Officer), Lorna Walker, Roger Sendall (Acting University Secretary), Niall McArthur (- in part), Margaret Antonson (- in part), John Maher (- in part), Rhiannon Tinsley (- in part), Stuart Gibb, Neil Simco, Nicholas Oakley (Clerk)

## Meeting minutes

### 1. IN CAMERA MEETING - Principal and Vice Chancellor

The Committee began with an in camera session with the Principal and Vice Chancellor and Court members, commencing at 14:00 and ending at 14:25.

#### 1.1. WELCOME & APOLOGIES

The Chair opened the meeting, welcomed the members, and noted the declared apologies from Mei-Li Roberts.

 Court Agenda 16 June 2021.pdf

#### 1.2. Declarations of Interest

There was one declaration of interest, from Lydia Rohmer, in item 7.1

Verbal

#### 1.3. Notification of other business

No other business declared.

Verbal

## 2. MINUTES OF MEETINGS

### 2.1. \*Approval of the minutes of 17 March 2021

The Committee approved the minutes of the meeting on 17 March 2021 as a true and accurate record.

 UC20-21-107 Minutes\_University Court\_170321.pdf

### 2.2. \*Matters Arising

The Committee reviewed the matters arising. All actions were **noted** as complete or ongoing.

Members then discussed the loss of EU structural funds and the significant impact of their removal on the university partnership, with concerns raised about the University's ability to conduct strategic projects and the perceived inadequacy of the announced replacement funding streams. The Principal and Vice Chancellor, Prof Todd Walker, reported that he had raised the matter with the Scottish Government, and that Universities Scotland is also raising awareness on behalf of the sector.

 UC20-21-108 matters arising.pdf

 UC20-21-108a Loss of EU structural funds - Update.pdf

### 2.3. \*Review of Delegated Decisions

There were no delegated decisions reported.

## 2.4. \*Minutes of Committees of Court since last Court meeting:

### 2.4.1. Audit Committee

The Committee discussed the Audit Committee minutes.

In the Chair of Audit Committee's absence, the Acting Secretary, Roger Sendall, reported on progress on academic partner agreements which were noted in the minutes as a matter of ongoing concern. Partner Chairs met on 25 May 2021, and legal advice that Inverness College UHI had taken was shared. The University now awaited a response to a revised proposal presented to academic partner boards, based on a 12 month agreement with a stipulated review date. The University had also committed to develop a more mutual partner agreement that included a three year review period. The Committee requested that a substantive item to be added to the next Court meeting in September 2021 if these were still outstanding by that time.

The Committee **noted** the minutes and the Acting Secretary's verbal update.

**Action: Status of academic partner agreements reported to the next Court meeting. (Owner: R Sendall)**

 UC20-21-109 Minutes\_Audit Committee\_240521.pdf

### 2.4.2. Finance and General Purposes Committee

The Committee discussed the Finance and General Purposes Committee meeting minutes.

Linda Kirkland, Chair of F&GPC, reported that at its meeting the Committee had focused on many cross-cutting themes, and that the curriculum review would be the focus of the next scheduled meeting alongside recruitment, senior vacancies, and capacity to deliver.

The Committee **noted** the minutes and the Chair's verbal update.

Linda Kirkland reported that a single item meeting on the setting of rents for residences had also taken place. Agreement was sought and forthcoming on rents, service solution principles, and budget-setting for welcome events.

The Committee **noted** the minutes and the Chair's verbal update.

 UC20-21-110a Minutes\_Finance and General Purposes Committee (FGPC)\_030621.pdf

 UC20-21-110b Minutes\_FGPC Residences Decisions - single item agenda\_180521.pdf

### 2.4.3. Regional Strategy Committee

The Committee discussed the minutes of the Regional Strategy Committee (RSC) and the matters arising. The following topics were discussed:

**RSC Effectiveness.** The Chair, Garry Coutts, reflected on the need to ensure that the RSC interacted with other University committees appropriately and avoided any duplication of activity. The Chair also recommended that time be taken following the appointment of a new Chair to reflect further on the RSC's effectiveness and place within the governance apparatus of the University.

**Regional Economic Partnerships.** The Further Education Regional Lead, Michael Foxley, queried progress on the Regional Economic Partnerships. The Acting Chief Operating Officer, John Kemp, reported that meetings with the senior team at Highland and Islands' Enterprise (HIE) were ongoing. Members involved reported that there was good engagement at the senior level for collaboration that needed to be operationalised; members agreed to raise this at the regularly scheduled senior meetings.

**Gaelic.** Prof Neil Simco reported that Gaelic matters noted in the RSC minutes were ongoing and that the mini prospectus was being prepared for a launch in time for the next academic year. Work was also ongoing on the fourth Gaelic language plan. The Chair requested that Neil Simco and the team assure themselves that marketing activity around the prospectus was suitably high profile and effective.

The Committee **noted** the minutes and the matters arising updates.

 UC20-21-111 Minutes\_Regional Strategy Committee (RSC)\_040521.pdf

#### 2.4.4. Academic Council/Activity Report

The Committee discussed the Academic Council report.

The members requested further details and a progress update on the Arctic Gateway Centre. Neil Simco reported that the project was continuing to progress at pace and agreed to bring forward a formal update to the next Committee meeting pending discussion with the Vice-Chair, Andrea Robertson.

**Action: Produce progress report on Arctic Gateway Centre for review at next Court agenda-setting meeting (Owner: Neil Simco)**

The Acting Secretary, Roger Sendall, reported that at its most recent meeting Academic Council had full attendance of the new membership agreed by Court.

The Committee **noted** the report and the matters arising updates.

 UC20-21-112 AC Officers Report (11 March 2021).pdf

#### 2.4.5. Foundation

The Committee discussed the Foundation meeting minutes. The Chair and Rector, Anton Edwards, reported that it was his final meeting of the Foundation as the Rector before his retirement. He reported on the negative impact of Covid-19 health and safety measures on the foundation meetings and members' ability to operate effectively. He also noted that he had prepared a summary of duties of the role of Rector and Chair of Foundation to reflect upon his time in the position and to further assist and encourage recruitment. He asked the members to note and the clerk to formally record his thanks to all the Foundation members for the support they provided to him as a Chair.

The Chair of Court and the Committee members expressed their thanks to Anton Edwards for his service as Rector and Chair of Foundation.

The Committee **noted** the minutes and the Chair's verbal update.

 UC20-21-113 Draft Minutes\_UHI Foundation\_120521.pdf

#### 2.4.6. Honorary Awards Committee

The Committee **noted** the Honorary Awards Committee minutes.

 UC20-21-114 Minutes\_Honorary Awards Committee\_280521.pdf

---

### 3. \*CHAIRMAN/PRINCIPAL'S COMMENTS

#### 3.1. \*Vice Chancellor's Report

The Principal and Vice Chancellor, Prof Todd Walker, provided members with his report. In addition to the items included in the paper, Prof Walker also reported

- The death of a further education student at the Inverness residence on 11 June. Support was being provided to the student's family, as well as staff and students. The Committee members expressed their sadness and condolences.
- Prof Walker reported on further updates on the SRUC report, noting that it would be delivered to the assurance group on 24 June before further review by the University and SRUC executive teams, who would thereafter hold further discussions and begin producing indicative timelines.
- The Herald Higher Education Awards 2021 was being held on 17 June, and included two nominees from across the university partnership.

The Committee **noted** the vice chancellor's report and the verbal update.

 UC20-21-115 P&VC Report to Court June 2021\_ Update Version.pdf

#### 3.2. \*Quarterly Status Report

The Committee **noted** the academic partner quarterly status reports without further discussion.

 UC20-21-116 June 2021 AP Court Status Reports.pdf

### 3.3. \*Blueprint

The Committee discussed the Blueprint update paper.

The Acting Chief Operating Officer, John Kemp, introduced the report. He noted that several risks were emerging, particularly around the estates strategy given pandemic pressures and changing nature of the learning environment, as well as the ability and capacity of the University to quickly improve income generation.

Members discussed the paper and update report. They queried the university's decision-making protocols for terminating unsuccessful or ineffective projects or plans, and particularly how projects were monitored against delivery.

The Committee **noted** the blueprint paper and verbal update.

 UC20-21-117 Court paper on Blueprint080621.pdf

### 3.4. \*Update on Change Management Actions

The Committee **noted** the update on the change management actions without further discussion.

 UC20-21-118 Court update on Management Actoins June 2021.pdf

---

## 4. HIGHLANDS AND ISLANDS STUDENT'S ASSOCIATION

### 4.1. \*HISA Update

*[HISA CEO, James Lindsay, joined the meeting]*

The HISA President, Florence Jansen, introduced the HISA update paper. She highlighted changes to the class representative system as well as HISA efforts around Gaelic via the Gaelic Representation project.

The Committee **noted** the paper and the update, and expressed their appreciation for Florence Jansen, her senior team, as well as HISA more widely for their invaluable work over the preceding year and particularly their support for students during the pandemic.

 UC20-21-119 HISA Update UHI Court June 21.pdf

 UC20-21-119 HISA Funding 2021-22.pdf

#### 4.1.1. HISA Budget

The HISA President, Florence Jansen, introduced a paper on the HISA budget. She reported that two budgetary uplift options were being presented, with the second option having been endorsed by Partnership Council.

The Committee discussed the proposal and options presented. In the discussion, it was noted that the paper should have been presented to F&GPC before Court; it was **agreed** that this process be followed in future years and that the HISA funding model ought to be reviewed at F&GPC. The members also advised the HISA CEO and President that they not use reserves for long term commitments but only special or time-limited projects, and to keep the Vice Chancellor and University Chief Operating Officer briefed on longer-term commitments.

The Committee **approved** option 2 as presented in the paper, an increase of 5.06%.

**Action: F&GPC to review HISA funding model (including approval process and timelines) at a future meeting.**

*[James Lindsay left the meeting]*

---

## 5. COMMITTEE & MEMBERSHIP

### 5.1. \*2021 Results from Chair of Court Election

The Acting Secretary, Roger Sendall, reported that Alastair MacColl has been elected chair, with 77% of the vote. He reported that turnout was low, with 215 votes cast, but that this was not dissimilar to other universities' experiences in Chair elections.

The Committee **noted** the result.

 UC20-21-119a Chair of Court Election Results.pdf

**Verbal**  
Roger Sendall

### 5.1.1. Discussion regarding expanding the electorate

The Committee discussed expanding the franchise to make it more representative and tertiary (to include further education and academic partner staff). They heard that this would require a change to either the university structure, current legislation, or articles of association which exclude these staff and students. Prof Walker also reported that he had raised with the Higher Education minister directly.

Whilst noting the current legal and structural impediments, the Committee **agreed in principle** that the University look to move to expand the franchise to include further education student and staff of academic partners, and agreed to seek legal advice and recommendations for a report to the next Court meeting in September to this end.

**Action: Seek legal advice and produce report, including risks and process, on expanding the Chair of Court election franchise for review at the next Court meeting. (Owner: R Sendall)**

### 5.2. \*Corporate Calendar: Increase in Meeting Frequency

The Committee **approved** the increase in meeting frequency as presented in the paper without further discussion.

 UC20-21-120 Court & Committee Meeting Dates .pdf

### 5.3. Appointments to Assigned College Boards

The Committee **homologated** the appointments to assigned college boards without further discussion.

 UC20-21-121 MC independent member re-appointments-1.pdf

---

## 6. STRATEGY & PLANNING

### 6.1. \*Draft Strategic Plan (including operating plans)

*[Margaret Antonson joined the meeting]*

The Principal and Vice Chancellor, Prof Todd Walker, and the Director of Marketing, Margaret Antonson, presented an update on the draft strategic plan.

The Committee **approved** the strategic plan, and authorised the senior executive to develop the operating plans for presentation at the Court meeting in September 2021.

**Action: Produce operating plans from strategic plan for Court review in September 2021 (Owner: T Walker/ M Antonson)**

 UC20-21-122 Strategic plan consultation report.pdf

 UC20-21-122a Draft Daring to be Different Strategic Plan 2021-25.pdf

 UC20-21-122b Operational and enabling plan template.pdf

### 6.2. \*Branding Update

The Vice Principal – Tertiary, Lydia Rohmer, provided members with an update on the branding project. The Committee **noted** the update.

*[Margaret Antonson left the meeting]*

 UC20-21-123 Branding project update for Court.pdf

---

## 7. GOVERNANCE & RISK

## 7.1. Alignment of Academic Partners: Options Appraisal

*[Lydia Rohmer, Principal of West Highland College UHI, declared an interest in this item]*

The Committee reviewed the alignment of academic partners options appraisal paper. The Principal and Vice Chancellor, Prof Todd Walker, reported that the involved academic partner principals and board chairs were meeting with discuss the next steps and the creation of a steering group, with the timelines being dictated by the involved boards. The Committee noted the importance of a full Islands Impact Assessment that included representations from community planning partners.

Prof Todd Walker summarised the university's position as being fully supportive of the merger, would advocate for it as the Regional Strategic Body, and would provide resources to enable the project's success. The Committee members, including HISA representative, supported and **approved** the proposal.

 UC20-21-124 Court update college alignment 2021.pdf

## 7.2. Corporate Risk Register

The Committee **noted** the corporate risk register without further discussion.

 UC20-21-125 Risk Management Report June 2021.pdf

## 7.3. Student Residences update

The Committee **noted** the student residences update without further discussion.

 UC20-21-126 Student Residences Update .pdf

## 7.4. Non-Competitive Action Form - Library Services

The Committee **homologated** the non-competitive action decision by circulation for library services without further discussion.

 UC20-21-127 210507 EBSCO NCA Purchase.pdf

## 7.5. Public Sector Equality Duty Report 2021

The Committee **noted** the public sector equality duty report without further discussion.

 UC20-21-128 210609 PSED Outcome Overview.pdf

---

# 8. ACADEMIC BUSINESS

## 8.1. \*ELIR Reflective Analysis - within meeting documents area

*[Rhiannon Tinsley joined the meeting]*

The Academic Registrar, Rhiannon Tinsley, introduced the ELIR reflective analysis report, noting that it had been endorsed by Academic Council.

The Committee **approved** the ELIR Reflective Analysis report.

*[Rhiannon Tinsley left the meeting]*

---

# 9. FINANCE AND PERFORMANCE

## 9.1. \*2021-22 University Budget (including 3 Year Forecast and allocations to Academic Partners)

*[Niall McArthur joined the meeting]*

The Director of Corporate Services, Niall McArthur, introduced the 2021/22 university budget. He reported that the overall deficit was £4.9 million, after pension and service concession non-cash adjustments (without these it is £1.2 million), compared to a projected deficit of £7.5 million in 2020/21. He also noted that University Executive Office was £81k below the £1.560 million saving that was estimated due to the residences planned reduction being slightly higher compared to the original figure and the savings achieved being slightly below the target of £900k.

The Committee **approved** the proposed budget for the university, **agreed** the allocations to the academic partners, and **noted** that the budget would be monitored as part of the existing blueprint workstream as described in the paper.

 UC20-21-130 Budget paper 09.06.21.pdf

## 9.2. \*2020-21 Q3 Reforecast

The Committee **approved** the 2020-21 quarter 3 reforecast without further discussion.

 UC20-21-131 Q3 YTD Management Accounts & reforecast.pdf

## 9.3. 2020-21 Q3 Management Accounts

The Committee **noted** the 2020-21 quarter 3 management accounts without further discussion.

## 9.4. \*Academic Partner Financial Monitoring (FFRs)

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

*[Niall McArthur left the meeting]*

 UC20-21-133 AP Finance monitoring.pdf

---

## 10. FAREWELL to Chair of Court, Rector and FE Lead

Verbal

The Principal and Vice Chancellor, Prof Todd Walker, reported that it was final Court meeting of Garry Coutts, Chair of Court, Anton Edwards, Rector, and Michael Foxley, Further Education Regional Lead. Prof Walker lead Committee members in a celebration of these members' accomplishments and service to the University Court and the University partnership. The Court recorded their formal vote of thanks to Garry, Anton, and Michael for their dedication, service, and commitment to the university over their respective tenures.

---

## 11. RESERVED BUSINESS

The Committee held a confidential briefing on two items.

*[Non-members of Court and attendees, except for the Clerk, left the meeting]*

### 11.1. \*New Senior Structures

### 11.2. \*Cyber Security Incident: Update

---

## 12. DATE OF NEXT COURT MEETING

The Chair closed the reserved business items and closed the meeting at 17:55.

### 12.1. 22nd September 2021

10 September 2021

David Patterson  
Principal  
Moray College UHI  
Moray Street  
Elgin  
IV30 1JJ

Ness Walk/Slighe Nis  
Inverness/Inbhir Nis  
Scotland/Alba  
IV3 5SQ

T/Fn: +44 (0) 1463 279246  
E/Pd: vice-chancellor@uhi.ac.uk  
www.uhi.ac.uk

Dear David

### **Academic Partner outcome agreement between the university of the Highlands and islands and Moray College UHI for AY 2021-22**

This letter specifies the funding that Moray College UHI will receive from the University in academic year 2021-22 for further and higher education and research. The letter also describes aspects the activity that Moray College UHI will deliver with that funding.

The agreement covers funding that has been announced and allocated by SFC at time of writing. Any allocations that are announced subsequently will be added to this agreement.

This agreement is being introduced as part of a suite of changes to the university's Resource Allocation Method (RAM) for higher education and the way that the university funds further education. Implementation of the full review of RAM will be over two years (2021-22 and 2022-23). This is the first year of these annual agreements. As the curriculum review and other developments within the university progress, these agreements will develop. In future years the university intends that these agreements also cover an institutional element of its funding that is not directly related to the volume of activity.

This annual agreement augments the partnership agreement and the financial memorandum between the university and Moray College UHI. This annual agreement describes the funding and expectations for this specific year and is underpinned by these documents that set out the general requirements in return from funding.

### **Engagement between the university and the academic partners**

In future years the agreement will be based on discussions between the university and the academic partner covering all aspects of the funding. For academic year 2021-22 these discussions covered only the further education elements of the funding. For subsequent years the university will establish a timetable of meetings over the year to agree future funding and monitor progress.

This annual agreement, reflecting the requirement in the financial memorandum, will be linked to delivering the aspirations in the outcome agreement (or its successor mechanism) with the Scottish Funding Council. For academic year 2021-22 it is not possible to do this as at time of writing the university has not yet received guidance on the outcome agreement or finalised an agreement with the SFC. The priorities for funding, as described in the funding letter from the SFC, are described in



annex A. The university assumes that these will be the basis of any outcome agreement guidance and they should therefore be reflected in your use of this funding.

### Specific funding

**The funding for academic year 2021-22 is described in annex B.**

#### *Further Education*

The allocation of further education credits is based on discussions between your college and the university as the regional strategic body. It is important to the region and to the partnership that each partner is able to deliver the volume of activity covered in its agreement. In order to ensure that this is the case, we will consider progress against the target both in the year and at the end of the year.

The default position is that the figures in this agreement will remain for the whole year. Where there appears to be significant risk that a target will not be met early in the year, the university will discuss this with the academic partner involved and may remove funding within the year where it is more likely that another partner may be able to meet the target.

In 2021-22 the university has retained centrally a proportion of the funding allocated by the SFC. This is intended to assist in matching demand for places and supply of credits. The university will consider distribution of these credits in response to monitoring of applications and enrolments. If your college wishes to receive any of these credits and you should contact the vice principal FE as soon as possible.

Where the agreed number of credits is not delivered the university will consider clawback of funding. Moray College UHI should assume that, unless there are compelling reasons it will only be funded for credits delivered.

#### *Higher Education*

For 2021-22, student number targets, have been collated and agreed at the Partnership Planning Forum (PPF) and approved by the University Court. As in previous years, the combined target will be used to determine the unit of resource (UoR) for Higher education students captured as full-time equivalents (FTE). Funding will be distributed to Academic Partners (AP) according to the number of FTE they enrol.

Subsequently micro-RAM adjustments will be applied to reflect the teaching input from each AP based on the delivery 'splits' agreed by PPF.

In future years, the university envisage that planning will increasingly reflect the three categories of curriculum (Local, Regional Core and Inward Attractor) the university is using in the curriculum review with the likelihood for differential funding arrangements for these categories. As part of the next phase of the RAM review, the university will consider the future of the micro-RAM. Changes will be consulted and approved through the established planning and governance processes.



### *Foundation and graduate apprenticeships*

For Foundation Apprenticeships new starts in the 2021-22 AY, SFC credit targets have been agreed between the university and Moray College UHI following the same process as described above for further education credits. An indicative budget for the SFC credit funded element of Foundation Apprenticeship has been set based on the agreed target and will be reviewed following FA student enrolment prior to making arrangements for payment. An additional balance of unallocated SFC credits ringfenced for Foundation Apprenticeship delivery has been retained centrally and will be available for distribution in response to demand over and above your agreed FA target.

In addition to the SFC funded element of Foundation Apprenticeships, Skills Development Scotland will administer an additional funding element to support student travel and subsistence. At the time of this agreement the university is still waiting for formal confirmation of funding and reporting arrangements, however it is expected that £1,000 per FA student will be awarded by SDS using a milestone reporting and payment schedule similar to previous SDS contract arrangements. Arrangements for SDS funding and reporting will be managed by the university's Work-based Learning Hub team as with existing SDS apprenticeship contract funding.

For Graduate Apprenticeships new starts in the 2021-22 AY, SFC credit funding will be ringfenced and allocated separately to core HE funding. The university's Work-based Learning Hub will act as the central liaison between GA Programme Leaders, delivering academic partners, PPF and university finance team to ensure funding is allocated appropriately in line with the number of enrolled students and partnership delivery arrangements.

### *Research and knowledge exchange*

Funding for a number of aspects of REF 2014 are distributed according to the agreed internal formula which was created once the REF 2014 outcomes were known. Not all academic partners and EO research areas received funding for research and knowledge exchange. 2021/2022 is the last year of the current REG cycle, as it is anticipated that funds for 2022 and onwards will reflect the REF 2021 outcomes and a revised and agreed internal funding distribution formula.

In relation to research and knowledge exchange funding there are six elements for distribution:

1. Research Excellence Grant (REG) funding. Academic Partners and Executive Office research areas must use REG funding in such a way that meets the SFC condition of grant for REG, notably "for research purposes only; targeting their grant allocations predominantly on world leading and internationally excellent research."
2. Higher Education Research Capital (HERC) grant funding from the Department for Business, Energy & Industrial Strategy (BEIS) and SFC. Academic Partners and Executive Office research areas must use BEIS/SFC Research Capital Grant in such a way that meets the SFC condition of grant. "This should be used to enable universities to focus on maintaining excellent departments with the critical mass to compete globally and the expertise to work closely with business, charities and public services. Funding should be used solely for capital investment in the physical infrastructure for research. All expenditure should be aligned to a university's estate strategy. It is recognised that



some infrastructure is often used for both research and teaching purposes. BEIS/SFC HERC funding may be used on such infrastructure so long as spend is proportional to the percentage that is used for research.”

3. University Innovation Fund (UIF). Where an academic partner or a EO research area receives UIF funding as agreed by the cross academic partner UIF steering group and the University’s Research, Knowledge Exchange Committee, funding must be used to support the fulfilment of one or more of the seven SFC objectives underpinning the UIF.
4. COVID-related research uplift funds. Noting that some of the COVID-related research uplift funding is available until December 2021, where an academic partner or executive office research area is in receipt of COVID-related research uplift funds, it must ensure that these align with the conditions of grant, including funded extensions for PhD students, COVID impact related research projects, and support for staff costs for staff directly impacted by COVID changes, for example funding for staff where projects have been unable to progress.
5. Global Challenges Research Fund (GCRF). There is no allocated GCRF funding for 2021/22 due to the decision of UK Government to cut ODA funding. However, there is flexibility to carry forward 2020/21 GCRF funding until December 2021, and academic partners involved in core GCRF projects will need to ensure that any GCRF projects which carry forward activity and funding into 2021/22 spend funds in ways which meet the SFC condition of grant.
6. In addition to core SFC funding there are a large number of research and knowledge exchange projects where the University is the contracted entity but all of the funds are distributed to individual academic partners or EO research areas. It is the responsibility of academic partners and EO research areas in receipt of funds for specific projects, including part-funded PhD students, to ensure that funds are spent in line with any conditions of grant for individual projects.

## External funding

The university consulted on changes to the Resource Allocation Method and took decisions on implementing elements of the review. As part of that the university agreed to introduce a contribution to the partnership from some elements of non-SFC income. The university also agreed that this contribution would be used to support growth in our external income. The partnership has not yet agreed the detail of this contribution. The university intends to carry out further work on defining they types of funding this will apply to, the proportion of income sought and the use of the resource it funds early in the 21-22 academic year. Subject to that further work, where it generates external income from sources that are supported by the university systems or which have been generated in cooperation with the university an appropriate proportion that funding will be paid to the university. We intend that this will apply to funding for teaching, research, training, consultancy and knowledge exchange but not other sources of income.



### Institutional element

In future years we intend to increase the proportion of the funding that is covered by an institutional element. For 2021-22 this only covers the specific funding from SFC relating to deprivation, access and inclusion, English as a second or other language (ESOL) Rurality and national bargaining. The university is not applying any specific requirements on these this year beyond these set by the Scottish Funding Council.

If you wish to discuss this agreement please contact John Kemp, Interim Chief Operating Officer (john.kemp@uhi.ac.uk).

Yours sincerely



Professor Todd Walker

**Principal and Vice-Chancellor**

## Acceptance of grant

### Funding agreement between the University of the Highlands and the Islands and Moray College UHI

I, on behalf of Moray College UHI, agree the requirements described in this letter associated with the funding for academic year 2021-22 from the university.

**Name:**

**Position:**

**Signed:**

**Date:**



## Annex A

### SFC priorities

#### Further education funding

- To provide learning opportunities at a time of significant economic and social turmoil – in these emergency years, to sustain a pipeline of educated and skilled people who will be critical to our recovery and to upskill the existing workforce.
- To ensure that students, who may be at risk of not completing their qualifications or failing to progress to further study or employment because of the practical or placement requirements in their courses during AY 2020-21, are supported to succeed. Meeting this objective may involve a combination of one-off funds, bringing forward allocations, increased credit targets and flexibility in our credit guidance.
- To support the financial sustainability and stability of colleges by providing a general uplift in teaching funding for AY 2021-22, alongside one-off funding for education and skills gaps in AY 2021-22.
- To protect and promote Foundation Apprenticeships, and for the first time deliver these opportunities through SFC's funding lines, working closely with Skills Development Scotland and local authorities.
- To provide sufficient student support funding to meet demand and the needs of deferred students.

#### Higher education and research

- To provide additional funded places for Scottish students to support productive learning opportunities at a time of significant economic and social turmoil – in these emergency years, to sustain a pipeline of educated and skilled people who will be critical for our recovery, and to respond to increased demand from school leavers in the period 2020-22.
- To protect and promote the Graduate Apprenticeship programme, and for the first time deliver this programme through SFC's funding lines, working closely with Skills Development Scotland (SDS) in this transitional year.
- To recognise the financial uncertainty and sustainability challenges facing the university sector by securing a general uplift in teaching grants for all universities. Given our collective national endeavour, we will expect universities to increase, or at least maintain, student intakes, particularly for school leavers.



- To secure wider socio-economic impacts through our widening access funding, our funding for small specialist institutions and our programmes for minority cohorts of students with particular needs.
- To move towards a fairer and more transparent methodology by abolishing the complex validation and threshold model, as part of the reforms outlined in our phase one Review report.
- To protect the university research base, including through a specific increase in research funding, but also, indirectly, through the increase in teaching grants, given the level of cross-subsidisation within the higher education system.

Funding for Moray College UHI in AY 2021-22

	Academic Partner	
	<u>Incorporated Colleges</u>	
	Moray College UHI	
	£	FTEs/Credits
HE RAM (UGT)	3,158,420	907
REG	-	
Capital Maintenance	86,072	
BIS/SFC Research Capital	-	
FE RAM	6,565,604	19,375
Student Support	2,444,294	
Capital	569,933	
FA's (indicative)	117,924	425