



**Board of Management
Minutes of Meeting held on
Thursday 22 September 2022
At 0930, Room AGBC110 and MS Teams**

Present

Peter Graham (Chair)
David Patterson
Jessie McLeman
Hugh Hamilton
Dawn McKinstrey (By Teams)
Ben Cookman (By Teams)
Liz Hudson

Rebecca Dewis (By Teams)
Caroline Webster (By Teams)
Jamie Wilson
Leigh Mair
Stuart Cruickshank
Dave McCallum
Jacqui Stevenson

In Attendance

Derek Duncan
Carolyn Thomson (By Teams)
Elaine Sutherland (Clerk)
Veronica Borseth (HISA) (By Teams) (Observer)

Chris Newlands (Teams)
Eleanor Melton (Minute Secretary)

Item		Action	Date
BM.22.04.01	(i) Resignations		
1.1	There were no resignations.		
	(ii) Appointments		
1.2	There were no appointments.		
BM.22.04.02	Apologies for Absence		
2.1	Apologies have been received from Paul Mitchell and Amy Wiggins.		
BM.22.04.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest.		
BM.22.04.04	Minutes of Previous Board meetings		
	(i) Draft Minutes of Board Meeting held on 23 June 2022		
4.1	The minutes of the Board Meeting held on 23 June 2022 were accepted as an accurate record. Proposed: Hugh Hamilton Seconded: Dave McCallum		
BM.22.04.05	Matters Arising from previous Board meetings		
	(i) Matters Arising from Board meeting held on 23 June 2022		
5.1	All matters arising were noted as either complete or on the agenda. It was also noted that the minute included three actions that had	ES	Immediate

	not been included in the matters arising sheet. Elaine undertook to amend the sheet accordingly.		
5.2	Derek to follow up with the responsible officer to ensure that the Equality, Diversity and Inclusivity Policy, which had been approved at the last meeting, is published on the College website.	DD	Immediate
BM.22.04.06	Principal's Update (RESERVED)		
6.1	This item is reserved, and the minute held in confidence.		
BM.22.04.07	Curriculum and Learning Update		
	(i) Applications and Enrolments 2022/23		
7.1	In Kenny's absence, Chris supported a detailed paper by Kenny which summarised the College applications and enrolments position as of 14 September. A downturn in full-time FE applications on last year was noticed early in the application cycle. It was also increasingly difficult to meet targets because of the current lack of students and because the FE targets had increased last year and again this year. An increase in the number of rejected applications was also identified, which was the result of applications being submitted for courses which did not meet the entry requirements. The data sharing agreement with SDS was also utilised with the list of applicants being forwarded to them to track whether those concerned have reached positive destinations, which was a useful piece of work. Those who had been rejected, were offered a suitable alternative course, where available.		
7.2	The picture for full-time HE applications is even more challenging. The profile of HE students revealed that they tend to be older than in the rest of the Scottish sector. The drop in the number of mature students is related to the increase in paid jobs and the cost-of-living crisis. Another step being taken is a piece of work on retention, which dipped last year. It has been identified that after the Covid years, students are not as resilient as there were pre-Covid. Subject areas have been tasked with developing a sense of community and students are being encouraged to ask for support from their peer group as well.		
7.3	During discussion, it was questioned whether there is any correlation between student numbers and staff costs. Chris confirmed that the drop in numbers is per course and that there are limitations on what can be done about staff costs as staff members are still needed whether they are teaching 12 students or 18. It was also questioned where the systemic issues are and what is due to student choice. More information on these issues would be useful.	KM	ASAP
7.4	It was noted that the younger age group are choosing to stay on at school, despite the college having the biggest senior phase offer it has ever had. We are currently 60 FTE down on target but have 50 more Foundation Apprenticeships (FAs). However, FA funding is ring-fenced by UHI; it will depend on the performance of the region elsewhere whether we will be funded for over-achieving our targets. Kenny is currently developing action plans with areas that are under-recruiting to increase their visibility.		
7.5	In response to questions and comments, it was noted that:		

	<ul style="list-style-type: none"> The Brightspace widget, currently in the testing phase, which can monitor attendance, has been discussed by the Senior Curriculum Team. It is being looked at for inclusion in an extended MORAAGA report, which would bring all systems into one report. The analytics from the UHI re-branding exercise confirms that website traffic has increased but there has not been a corresponding increase in applications. The market is moving, and other universities are also rebranding. An increase has been seen in Foundations Apprenticeships in the food manufacturing and distilling industries. There has been a shift in enrolments in the courses offered by the college and into different career pathways. There are no 'careers for life' anymore. The current focus is on enrolments but, once the college begins to look at targets, it will be important to have access to the data collected by Moray Council on the aspirations of young people from 4th to 6th year regarding their preferred occupations and routes. Horizon-scanning and immediate actions to improve retention were also being undertaken but it was a 3-4 year pipeline to address what may be missing now. 		
7.6	Following further discussion, it was agreed that the enrolment data be looked at further within the LTQ committee.	KM	LTQC 10-11-22
7.7	Chris to make a note for SCT to contact the Moray Council 16+ Coordinator for access to the data collected on the preferred occupations and preferred routes of 4 th to 6 th year pupils.	CN	ASAP
	(ii) Evaluative Review and Enhancement Plan Update		
7.8	A paper by Kenny providing an outline of the EREP process and an update on progress made to date, was noted. The report included a suggested timeline, a framework to support the professional dialogue and an outline of the next steps.		
7.9	During discussion, Jamie, Dave, Liz and Jackie all volunteered to take part in the three EREP professional dialogue meetings to be held in September/October. Elaine agreed to pass on the Board members' contact details to the Team organising the meetings.	ES	Immediate
BM.22.04.08	Organisational Development		
	(i) National Pay Negotiations		
8.1	The Board noted a paper provided by Carolyn regarding the nationally agreed 2021/22 pay award for support and teaching staff and the 2022/23 pay claims thus far. The teaching unions were calling for £5,000 consolidated on all pay points, whilst the support side has yet to submit a pay claim.		
BM.22.04.09	Finance Update		
	(i) Q4 Management Accounts 2021/22		
9.1	This item is reserved, and the minute held in confidence.		
	(ii) FFR 2022/23 – 2026/27		
9.2	This item is reserved, and the minute held in confidence.		

	(iii) Commercial Income Strategy Update		
9.3	In a verbal report, Shelly indicated that good progress was being made on the College’s commercial income strategy. There was also some cohesion around the Just Transition and Moray Growth Deal projects. The first of the weekly surgeries for the Heads of Curriculum will be held after the October break to discuss ideas for generating commercial income and regular updates will be provided. This links into the Enterprise pillar of the College’s new strategic plan.		
BM.22.04.10	Estates Update		
	(i) Update on Backlog Maintenance and Capital Spend		
10.1	Derek presented an update on the 2022/23 estates capital and backlog maintenance plan, and a commentary on work completed during the summer break. The report was for noting, having been approved by the Finance and General Purposes Committee (FGPC) on 15 September. Since then, tenders have been received for the Birnie Wing’s replacement roof deck, which are currently being evaluated. Additional funding may need to be found for this work, as prices are escalating rapidly. A recommendation will be put to the FGPC when the final costs are known, which is likely to be next week. Derek also highlighted that a review of the main campus heating zones will be commissioned, and a new cloud-based system for controlling heating zones will be procured.		
	(ii) Estates Strategy 2022-27		
10.2	Derek presented the College Estates Strategy 2022/27, which had been approved by the FGPC on 15 September and which the Board was asked to note. The development of the strategy had been the subject of a recent internal audit to provide additional assurance. The key deliverable of the strategy was the development of an Outline Business Case for campus redevelopment, which could not proceed without the full support and engagement of the UHI Regional Strategic Body and the Scottish Funding Council.		
10.3	During discussion, and in response to questions relating to the likelihood of SFC agreeing to a new round of condition surveys, Derek explained that the Estates Strategy would ensure that the College was positioned to be ready to respond to any changes in funding streams.		
BM.22.04.11	Policies Due for Review		
	(i) Placement and Externally Supported Learning Policy (Tertiary)		
11.1	Derek reported on a new placement and externally supported learning policy that has been developed by UHI. If approved, it would replace the College’s own EVOCA (Educational Visits and Out of College Activities) procedure. EVOCA is a well-documented and reliable process, which follows Government guidance. However, in response to concerns from academic staff that it is very time-consuming, use of EVOCA has been paused pending a review to work out if anything can be changed to reduce the burden on staff.		

	Academic managers are also being consulted on the new UHI policy. It is the first time UHI has had a tertiary policy and staff are being asked to consider whether adopting it is the right thing to do.		
11.2	During discussion, a concern was raised that the policies page on the College website appears to be out-of-date and in need of a refresh. It was noted that it is the responsibility of the staff member leading a particular policy review to ensure that the updated policy is published on the College website once it has been approved by the Board.		
11.3	Derek agreed to ensure that all approved/up-to-date policies are published on the external-facing website and to consider how to make the site more appealing.	DD	ASAP
BM.22.04.12	Minutes from Previous Committee Meetings		
	(i) Draft Minutes of Finance and General Purposes Committee on 15 June 2022		
12.1	The draft minutes of the committee were circulated for information.		
	(ii) Draft Minutes of Remuneration Committee held on 26 August 2022		
12.2	The draft minutes of the committee were circulated for information.		
	(iii) Update on Finance and General Purposes Committee held on 15 September 2022		
12.3	As the draft minutes of the FGPC were not available, Ben, the Committee's new Convenor, gave a brief verbal report on the main items of business.		
BM.22.04.13	Draft Minutes of University Court held on 15 June 2022		
13.1	The minutes of University Court were included for members information. Peter provided a brief update on the interim arrangements being put in place following the departure of the Vice-Chancellor, Todd Walker. It was noted that Peter and Murray Easton, the Board's former Vice-Chair, had proposed that the institution needs to take a different approach to the next appointment and not necessarily appoint an academic.		
BM.22.04.14	HISA Update		
14.1	An update provided by HISA, which had been circulated as a late paper, was noted.		
BM.22.04.15	Emerging Issues		
	(i) Colleges Scotland Chairs and Principals meeting		
15.1	Peter and David provided an update on a meeting of the Colleges Scotland Chairs and Principals that had been held on 12 September to discuss the challenges the sector faces at a time of rising inflation, and a government commitment of 'at best' flat cash for colleges over the next five years.		
	(ii) UHI Revitalisation		
15.2	An update from the Chair of Court on the UHI2024 revitalisation programme would be circulated tomorrow to all staff.		
15.3	Elaine to circulate the update to the Board, once it is available.	ES	23-09-22
	(iii) Just Transition		

15.4	David reported that the College will receive Just Transition funding to support the area's transition to net zero, although the exact amount has still to be confirmed.		
	(iv) Collaboration with UHI Shetland		
15.5	It was noted that Shelly has taken on the role of Finance Director for UHI Shetland, in addition to her UHI Moray role. This will take 1.5-2 days per week, the vast majority of which will be done remotely. UHI Shetland will be invoiced for her time and the arrangement will be reviewed at Christmas. It is expected that there will be synergies around this arrangement, which will be explored.		
BM.22.04.16	Periodic Issues		
	(i) Annual Board and Committee Evaluation 2021-22		
16.1	The Board noted a report by the Clerk summarising some of the most significant points emerging from the annual survey of the functionality of the Board and its committees for 2021/22. The full analysis of the survey, including an overview of the statistics and all additional statements, had been reported to the June Board.		
	(ii) Board Scheme of Delegation Revision		
16.2	The Board approved changes to the Board Scheme of Delegation following the appointment of the Deputy Principal in June 2022.		
BM.22.04.17	Moray Growth Deal (RESERVED)		
17.1	This item is reserved, and the minute held in confidence.		
BM.22.04.18	Date of Next Meeting – 27 October 2022		
RESERVED ITEMS			
BM.22.04.19	Reserved Minutes of Previous Board Meetings:		
	(i) Draft Reserved Minutes of Board Meeting held on 23 June 2022		
19.1	This item is reserved, and the minute held in confidence.		
BM.22.04.20	Reserved Matters Arising/Actions from Previous Board Meetings:		
	(i) Reserved Matters Arising/Actions from Board Meeting held on 23 June 2022		
20.1	This item is reserved, and the minute held in confidence.		
BM.22.04.21	Reserved Minutes from Previous Committee Meetings:		
	(i) Draft Reserved Minutes of Finance and General Purposes Meeting held on 15 June 2022		
21.1	This item is reserved, and the minute held in confidence.		
	(ii) Draft Reserved Minutes of Remuneration Committee held on 26 August 2022		
21.2	This item is reserved, and the minute held in confidence.		
	(iii) Update on meeting of Finance and General Purposes Committee held on 15 September 2022		
22.3	The minutes of this meeting were not available.		
	<i>Meeting closed at 12.30pm</i>		

