



**Board of Management
Minutes of Meeting held on
Thursday 27 October 2022
At 0930 in Room B008 and via MS Teams**

Present

Peter Graham (Chair)
Jessie McLeman
Hugh Hamilton
Dawn McKinstrey
Ben Cookman
Jacqui Stevenson
Liz Hudson

Dave McCallum
Melissa Carr (HISA)
Caroline Webster
Jamie Wilson (via MS Teams)
Amy Wiggins
Stuart Cruickshank

In Attendance

Derek Duncan
Kenny McAlpine
Jen Vanderhoven, UHI Vice-Principal,
Engagement (Item 4 only)

Elaine Sutherland (Clerk)
Eleanor Melton (Minute Secretary)
Veronica Borseth, HISA (Observer)

Item		Action	Date
BM.22.05.01	(i) Resignations		
1.1	There were no resignations.		
	(ii) Appointments		
1.2	There were no new appointments.		
BM.22.05.02	Apologies for Absence		
2.1	Apologies were received from Paul Mitchell, Leigh Mair, David Patterson, Shelly McInnes and Carolyn Thomson.		
BM.22.05.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest.		
BM.22.05.05	Minutes of Previous Board meetings		
	(i) Draft Minutes of Board Meeting held on 22 September 2022		
5.1	The minutes of the Board Meeting held on 22 September were accepted as a true and accurate record. Proposed: Hugh Hamilton Seconded: Jessie McLeman		
BM.22.05.06	Matters Arising from previous Board meetings		
	(i) Matters Arising from Board meeting held on 22 September 2022		
6.1	All actions/matters arising were agreed as complete apart from:		

	22.04.11: Policies Due for Review It was agreed to leave this action open until all approved/up-to-date policies have been uploaded to the external-facing website. The task of making the website more appealing will take more time.	DD	ASAP
	<i>Jen Vanderhoven joined the meeting at 9.35am</i>		
BM.22.05.04	Presentation by UHI Vice-Principal, Engagement, on the 'Together' Campaign		
4.1	<p>Jen Vanderhoven gave a brief presentation on the five-year engagement campaign, called 'Together' which supports UHI's strategic plan and has three key aims covering the past, the present and the possible:</p> <ol style="list-style-type: none"> 1. Demonstrating UHI's defining principles and their enduring impact on the region and beyond across three overarching societal challenge themes: sustainability; health; and people and place. 2. Building stakeholder engagement across our nine stakeholder groups: staff, students: future students/schools; donors; alumni; community; business; international; and government and policy makers 3. Seeking critical philanthropic support for UHI's strategic initiatives through launching three new fundraising campaigns: sustainability fund; health fund; and people and place fund to position UHI as leaders in these areas. <p>Current efforts were focused on collecting case studies and statistics around the three themes: sustainability; health; and people and place.</p>		
4.2	Members were invited to attend the launch of the campaign at Eden Court Theatre, Inverness, on 22 November. UHI's Academic Partners were being encouraged to become 'friends' of UHI. In terms of philanthropic support, the aim was to raise £30m additional income by 2030, including £6m for Health, £10m for Sustainability and £15m for People and Place.		
4.3	Members were given the opportunity to provide feedback on the campaign and Jen clarified points where necessary. The Chair questioned what return the partners could expect to receive from what they contributed, where was the ambition, how this activity relates to the Partnership Agreement, and what the legacy will be i.e. how will the money that is raised be spent. Members sought reassurance that separate governance and trustee arrangements will be put in place for the new funds raised. Jen advised that all the necessary processes and procedures have been set up. There is a stakeholders' working group and Jacqui Taylor is the UHI Moray representative on it. However, Partnership Council has been asked to agree that each partner appoint a second representative to sit on the group. In addition, the philanthropic activity is overseen by an Advancement Committee, whose membership UHI is also looking to expand. Kenny expressed interest in contributing to the sustainability theme, in view of his pro-active involvement in		

	seeking cross-partnership engagement in the Just Transition project.		
	<i>Jen left at 10.05am</i>		
	At this juncture, Peter took the opportunity to remind members of the success of this year's graduation ceremonies and congratulated Stuart, the Administration Centre Manager, and his team for the fantastic job they had done in organising the events. He also wished to formally record his thanks to the staff for their contribution to the success of the graduation.		
BM.22.05.07	Principal's Report (RESERVED)		
	<ul style="list-style-type: none"> (i) Operational Plan 22/23 (ii) Strategic Plan 2022-2027 (iii) KPI Dashboard (iv) Student Enrolments (v) EREP (vi) Moray Growth Deal (vii) Just Transition Funding (viii) Health and Safety Incidents 		
7.1	This item is reserved, and the minute held in confidence.		
BM.22.05.08	Curriculum and Learning Update		
	(i) Enrolment Update 2022-23		
8.1	A report was circulated summarising the College applications and enrolments position for full-time provision as of 19 October. The College is currently 70 FE enrolments (11.5%) below the recruitment target of 673. Speaking to his paper, Kenny explained that the recruitment target was different from the funding target. There is no accurate credit forecast for FE, but a live credit-tracking tool has been built which is helpful. It is considered that the overall credit target is achievable, although it will depend entirely on the momentum of the individual academic areas.		
8.2	Full-time HE enrolments are sitting at 673 FTE, against a recruitment target of 714 and a funding target of 757, which is a shortfall of about 12%. This is a little better than across UHI as a whole, which is down by about 16%. Unlike with FE, there are limits as to what can be done to increase in-year HE recruitment.		
8.3	During discussion and in response to comments, it was reiterated that whilst it would be helpful to see how we compare with other colleges outside UHI, the challenge lies in accessing the data, which colleges are not keen to share. Anecdotally, however, some colleges seem to be worse than UHI Moray, whilst others are better. An announcement was still awaited from the SFC regarding whether there will be clawback for last year's shortfall.		
8.4	It was agreed to ask FGPC to look into the shortfall in enrolments in more detail at their next meeting.	SM	FGPC 30-11-22
	(ii) College EREP 21/22 – Draft Institutional Evaluative Report		
8.5	Kenny spoke to the draft institutional EREP, which provides a framework for the College's quality assurance and enhancement		

	<p>arrangements. Three professional dialogue meetings have been held since September, with the support of Board members, and those conversations and reports have fed into this college-wide document. Kenny thanked Board members for their involvement in the process and emphasised that staff are to be commended for their efforts and resilience in maintaining the quality of delivery to students. Most concerns related to progress on quality and the rigour of the course review process. The process has had much stronger engagement from HISA this time but there have been challenges with buy-in from front-line staff.</p>		
8.6	<p>During discussion, the structure of the report and detailed nature of the analysis was commended but it was questioned how the institutional risks identified in the report would be taken forward. It was noted with some concern that few academic staff take opportunity to use the process of self-evaluation to think strategically about their areas. However, the level of staff engagement with the Learning Coach’s CPD and one-to-one sessions was welcomed. Questions were asked about the College’s strategic approach to supporting staff wellbeing and ensuring a culture of ongoing improvement. Hugh commented that a full day was needed to do justice to the process for the academic area; he also proposed holding a pre-meeting with Board members and a debriefing afterwards to discuss their findings. Hugh also asked that the description of the nature of support for research activity within the College be amended to read ‘immature’ rather than ‘very immature, which was not helpful. Support for research was immature but this was not confined to UHI. We need to look outward to the rest of Scotland. Kenny agreed to amend the description accordingly.</p>	KM	Immediate
8.7	<p>Kenny asked members to email any further comments on the evaluative report to him and undertook to provide the institutional EREP action/enhancement plan to the December Board meeting.</p>	KM	Immediate
	<p>(iii) Just Transition Fund</p>		
8.8	<p>Kenny spoke to his paper which provided context to the Scottish Government’s Just Transition Fund. An application for funding by UHI Moray had secured an award of £210k to undertake a one-year analysis and feasibility study with regional industry and local government focused on the current and future skills requirements and labour supply chain bottlenecks in Moray as it transitions to Net Zero. The project has the potential to contribute Moray and UHI’s current programme of curriculum review and enhancement.</p>		
8.10	<p>Despite initial concerns, it has been confirmed that the funding does not have to be committed and spent by the end of the financial year but can be spread over two years. In order to develop a set of outcomes that will enhance the College’s curriculum offering and position it strongly for the future, the project will require the active engagement of all of UHI, plus our external stakeholders, including SDS, Scottish Wind and EDF. Meetings have been held with the UHI Deans and colleagues from UHI North Highland and UHI Orkney, who are already active in this space and regular meetings are being held with Moray Council. It is hoped to</p>		

	dedicate a resource equivalent to 3 x FTE to move the project forward and operationalise outcomes. This was likely to be achieved through secondment, as the College does not have sufficient skills at the current time.		
8.11	During discussion, Peter suggested looking at the project in a wider context as there was an immense opportunity to multiply the funding. He suggested making approaches to: local wind farms that had secured funding for Net Zero initiatives; certain local whisky distillers/maltings, who have appointed specialist staff to help them to achieve their Net Zero targets; the MSP for Moray; and the wider university community across Scotland. He also urged Kenny to take advantage of the contacts that Board members had within industry. Members were also keen for research opportunities to be investigated, in view of the project's quite significant research implications.		
8.12	Kenny agreed to follow-up on members' suggestions for ways in which the Just Transition funding can be used to leverage additional funding and research opportunities.	KM	
BM.22.05.09	Estates Update		
9.1	Derek spoke to his report which provided an update on three key estates issues: the emergency closure of the Linkwood campus due to a leaking roof and the success of the procurement arrangements that had enabled emergency repairs to be carried out and the building reopened after one day's closure; the appointment of contractors to replace the Birnie Wing roof deck; and the water damage repairs needed to the Victoria Art building, which are more extensive than originally anticipated.		
9.2	Since writing the report, further issues, including a leaking heating pump, have arisen at Victoria Art. Hence, some of the capital/backlog maintenance funding will have to be re-scheduled to cover the costs involved. This would be the subject of a report to the next meeting of the Finance and General Purposes Committee. Costs are increasing on a weekly basis, with some rising by 10% per month, and lead-in times are also long. It had been hoped to do more long-term planning but the college still needs to be re-active as the priority is maintaining safety first.		
9.3	In response to a query, Derek indicated that surveys need to be carried out to support further campus re-development, but these must be led by SFC. Caroline suggested that the College consider undertaking a Planned Preventative Maintenance (PPM) survey, which would generate data to enable better planning of capital/maintenance spend. PPMs take a snapshot in time that identifies what is going to break down and when and assigns a RAG rating. Derek agreed to look into this, noting that he has already seen demos of two asset management systems.	DD	ASAP
BM.22.05.10	Minutes from previous Committee Meetings		
	(i) Draft Minutes of Finance and General Purposes Committee held on 15 September 2022		
10.1	The minutes had been circulated for noting.		

	(ii) Draft Minutes of Audit Committee held on 5 October 2022		
10.2	The minutes had been circulated for noting. Jessie highlighted key points from the minutes, including that there has been a welcome reduction in the number of recommendations outstanding in the audit register; and that Ernst Young are on schedule to provide their annual external audit report and thus for the joint meeting of Audit and FGPC on 1 December. A letter of comfort is once again being sought from the SFC. The Audit Committee were continuing to look at information security. UHI was seeking to gain cyber essentials accreditation and hence it was important that Board members ensured their own devices are suitably protected.		
BM.22.05.11	Draft Minutes of Regional Strategic Committee held on 14 September 2022		
11.1	The minutes had been provided for information.		
BM.22.05.12	Draft Minutes of University Court on 21 September 2022		
12.1	The minutes had been provided for information.		
BM.22.05.13	HISA Update		
13.1	Melissa gave a verbal update on recent HISA activity at the College, including the Freshers Fayre held on 27 September, and efforts to recruit and train Student Voice Representatives (SVRs). 21 students have signed up as reps so far, but she was working closely with college staff to look at ways of increasing that number and ensuring representation in all academic areas. The first SVR Meeting had been held on 31 October in the Lecture Theatre, with the option of joining by Teams. Veronica Borseth had attended the first SCT meeting of the academic year to highlight the importance of SVRs and it had also been agreed to give HISA 5 minutes at the start of classes to promote the SVR role. Aaron Wappler had been elected in the recent HISA by-elections as HISA Depute President for Activities and Welfare and was expected to take up his new role in early November.		
13.2	In line with her manifesto pledge, Melissa was also looking into creating a system to allow students to book space in advance for studying. Derek indicated that he would need to speak to Melissa about her proposal. Peter thanked Melissa for her engagement, it was much appreciated.	DD	ASAP
	<i>Jackie Stevenson left the meeting at 11:30.</i>		
BM.22.05.14	Emerging Issues		
	(i) UHI 2024		
14.1	In a verbal update on the UHI 2024 transformation programme, Peter reported that working groups have been set up to progress the seven workstreams, along with a Task and Finish Group, to oversee the programme as a whole. Murray Easton, the former UHI Moray Board's Vice-Chair (now Chair of UHI Audit Committee and member of UHI Court) sits on the latter.		

14.2	Vicki Nairn was meant to chair the review of UHI Executive Office but, following her appointment as Interim Principal and Vice-Chancellor, it was now considered inappropriate. Peter is the non-executive member on the workstream group looking at the future of UHI. The group are due to report before the end of the calendar year, for implementation at the start of the new year. He was hopeful that we will see change within the next 18 months.		
14.3	Peter and David had recently attended a Scotland's Colleges meeting in Stirling. The college network in Scotland is undergoing a similar process to that being undertaken at UHI. The concept of one University for Scotland was mooted and there was a conversation about how we can afford education in Scotland at a time when there is no direction coming from the Scottish Government and big decisions need to be taken. During discussion, it was agreed that in terms of the College's planning, the declining birth rate in Scotland and demographics had to be considered. It was agreed that the college needs to investigate the opportunities for growing the numbers of non-traditional students, promoting place-based education, and feeding into the wider university community across Scotland.		
14.4	Peter agreed to forward to the Clerk for circulation to members, the communication from the Chair of Court detailing the membership of the groups leading the UHI 2024 workstreams.	PG/ES	Immediate
	(ii) Advertisement for Clerk to the Board		
14.2	Peter informed members that the post of Clerk to the Board is currently being advertised, internally and externally, as Elaine is retiring at Christmas 2022.		
BM.22.05.15	Moray Growth Deal (RESERVED)		
	(i) MAATIC		
15.1	This item is reserved, and the minute held in confidence.		
	(ii) BE Hub		
	This item is reserved, and the minute held in confidence.		
BM.22.05.16	Date of Next Meeting – 15 December 2022		
RESERVED ITEMS			
BM.22.05.17	Reserved Minutes of Previous Board Meetings		
	(i) Reserved Draft Minutes of Board Meeting held on 22 September 2022		
17.1	This item is reserved, and the minute held in confidence.		
BM.22.05.18	Reserved Matters Arising/Actions from previous Board Meeting		
	(i) Reserved Matters Arising/Actions from Board Meeting held on 22 September 2022		
18.1	This item is reserved, and the minute held in confidence.		
BM.22.05.19	Reserved Minutes from previous Committee Meetings		
	(i) Reserved Draft Minutes from Finance and General		

	Purposes Committee meeting held on 15 September 2022		
19.1	This item is reserved, and the minute held in confidence.		
	(ii) Reserved Draft Minutes of Audit Committee meeting held on 5 October 2022		
19.2	This item is reserved, and the minute held in confidence.		
BM.22.05.20	Statement of Compliance with Code of Good Governance Checklist		
20.1	This item is reserved, and the minute held in confidence.		
	<i>Meeting closed at 12:25.</i>		