

**Board of Management
Minutes of Meeting held on
Thursday 22 June 2023
At 0930, Boardroom and MS Teams**

Present:

Jamie Wilson (Chair)

Jessie McLeman

Hugh Hamilton

Dawn McKinstrey (Via MS Teams)

Ben Cookman

Liz Hudson

Caroline Webster

Melissa Carr (HISA – MS Teams)

Leigh Mair

Aaron Wappler (HISA – MS Teams)

David Patterson

Rebecca Dewis

In Attendance:

Derek Duncan

Kenny McAlpine

Shelly McInnes

Eleanor Melton (Clerk)

Veronica Borseth (HISA – MS Teams)

Carolyn Thomson

Lyndsey Gould (Minutes Secretary)

Item		Action	Date
BM.23.02.01	(i) Resignations		
1.1	Resignations have been received from Jacqui Stevenson		
	(ii) Appointments		
1.2	There have been no new appointments.		
BM.23.02.02	Apologies for Absence		
2.1	Apologies have been received from Amy Wiggins and Stuart Cruickshank		
BM.23.02.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no declarations of interest.		
BM.23.02.04	Draft Minutes of Board Meeting held on 23 March 2023		
ACTION	El to send paper to Board (Draft Minutes of University Court held on 15 December 2022) and create an action point for 12.1	EM	
	Derek raised a point in relation to 12.2 that there had been a contradiction regarding embodied carbon, he has emailed Caroline Webster to clarify so still a work in progress.		
4.2	Pending the above amendment, the minutes of the Board Meeting held on 23 March 2023 were accepted as a true and accurate record. Proposed: Jessie McLeman Seconded: Hugh Hamilton		

BM.23.02.05	Matters Arising from Board Meeting		
5.1	All actions/matters arising were agreed as complete unless they are on today's agenda for further presentation/discussion.		
BM.23.02.06	Principals Report (RESERVED)		
6.1	<p>David supported the paper provided, he explained that the report contained headline summaries, some of which would be discussed in further detail throughout the agenda. Updates included,</p> <p>KPI Dashboard 2022/23 - The RAG statuses that appear red reflect where we are.</p> <p>Jessie queried if the Audit office publish a report on the destination/attainment of students, David clarified that following a meeting with Audit Scotland they provide an audit commentary, a separate report is published from which, institutions interpret the data themselves.</p> <p>National college performance indicators for 2021/22 - UHI Moray were one of the top three performing colleges on mainland Scotland last year for full-time FE programmes.</p> <p>Student Applications 2023/24 - FT FE programme applications are slightly higher than this time last year's, however, applications for FT HE programmes are lower than this time last year.</p> <p>College Financial Position – Will be discussed later in agenda.</p> <p>National Bargaining Pay Disputes – Unions are partaking in Action Short of Strike (ASOS), with academic staff rejecting an offer. The Support staff offer is currently being reviewed; however, the concern is there is no additional funding being made available. A full report was provided at the Staff Governance Committee meeting.</p> <p>Moray Growth Deal – The full business case has not yet been submitted for either project due to a variety of contributing factors. MAATIC – a site has not yet been agreed and Boeing have not yet provided a letter of support. BeHub – Concerns are hoping to be resolved in the coming weeks, if this is the case, there may be the need for an extraordinary meeting of the Board.</p> <p>The concerns of funding not being forthcoming was raised as this would be cause for a new business case, David reassured the Board that the case could not be signed off until the funding was in place and certain points agreed.</p>		
ACTION	El to identify possible dates mid-July in case of requirement for extraordinary meeting	EM	
	Academic Partner Quarterly Report to UHI Court -appendix to report.		

	UHI 2024 workstreams – Will be discussed under emerging issues. Health and Safety Update – It has been highlighted at the Staff Governance Committee, the under reporting of near misses. This is currently being investigated.		
BM.23.02.07	Draft Minutes of University Court held on 22 March 2023		
7.1	Minutes provided. There was nothing further noted.		
BM.23.02.08	Minutes of Partnership Forum Meeting held on 2 May 2023		
8.1	Minutes provided, the new UHI Strategic plan going to court this week which was driven by the partnership - although Moray's does not necessarily need updated it was thought it would be an idea to bring it to the new Board to check.		
ACTION	UHI Strategic plan to be included on September's agenda	EM	
BM.23.02.09	Learning and Teaching		
	(i) Applications and Enrolments		
9.1	<p>Applications - FT FE application numbers are slightly higher than this time last year, there has been an active approach to managing applications, prioritising a quick turnaround on offer-making. Applications have slowed overall; this is a trend seen in previous years. HE applications are low across the partnership, and the sector. However, applications to HN programmes (HNC, HND) and 1st year degrees, has risen slightly. The impact of this at UHI level, and other institutions in Scotland, has seen SFC reduce the number of funded places by 4-6%. Unfortunately, our overall applications are not on track to meet the reduced rate, this meaning the possibility of a financial clawback from SFC at the end of the year. We are currently on track to meet the SFC credit target of 19,000.</p> <p>The conversion rate of students progressing from FE to HE is low for UHI Moray, the reasons are not definitive yet, this could be down to the curriculum structure. The majority of HE provision is HN level; we currently don't have the programmes for these to progress on to 3rd/4th year of degrees. To change this would take approximately 3-4 years. UHI 2024 won't address how programmes are funded, with many universities in the same position, we should look to build resilience into the awards that we already offer. It was asked, with regards to our allocation of Modern Apprenticeships not being unable to meet the demand, is there an opportunity to offer more? These are funded by SDS, with their budget cuts there is a reduction to UHI, we are already fighting to keep the allocation we have. It's hoped that UHI move towards a model of work-based learning which may help the shortfall of HE programmes and would free us up from the framework for MA's.</p>		

	<p>Enrolments - HE retention figures exclude block release programmes (as they stagger 2 academic sessions). There is currently a 22.1% withdrawal rate which is higher than this time last year. The effect of ASOS is leading to non-resulted units, an emergency meeting has been called (Fri 23rd June) to discuss how this will affect attainment and progression, but also its effect on graduation. Jessie noted that the withdrawal figures for UNITED programmes stood out, Kenny explained that there have been discussions with Rosemary, and although there had been an improvement from last year, the reasons for the higher withdrawal rate is still being investigated. A change in curriculum areas means that a comparison next year will be difficult as it will not be like for like.</p> <p>ASOS is a live and unfolding situation across the whole college and university sector, with the most significant part of EIS-FELA action being staff withholding results, work can be marked but results not shared. Over the partnership there looks to have been a lower level of participation. We are trying to minimise the impact on progression as much as possible, but with most FE awarding bodies being external we've had no communication on how they plan to deal with this. SQA have extended their results deadline by a week. Not all staff at Moray are in the union and/or will be participating, the impact of this is being monitored through CAPB's and an extension system has been implemented where data can be analysed. Currently, it looks to be around 10% of unit assessments not resultated or verified. It has been agreed that the principal of no detriment will be applied, all students wishing to progress, will. We will be working with external agencies to confirm results where possible to enable us to make appropriate decisions. It was suggested that graduation be moved graduation to later in the year to allow more time for results to be entered, but as the Town Hall is booked at least a year in advance this would be difficult. It was queried whether we were meeting all legal requirements was raised and there was a struggle of one area for MA's as this holds funding so could be seen as a breach of contract. Veronica (HISA) was asked on how students felt about the situation. Veronica explained they were in support of unions and strike action but hoped for a swift resolution. A formal statement to students was yet to be issued but hoped one would be sent by the end of the week.</p>		
	(ii) Learning and Teaching Update		
9.2	<p>Within the paper Kenny provided there was two main sections. The first is a summary of the SFC published data for Session 2021/22, the headline figures showing a strong performance with</p>		

	<p>UHI Moray having an overall FT attainment rate of 66.5%, set against a sector average of 59.0%, and a retention rate of 73.8%, set against a sector average of 70.8%.</p> <p>The second is a summary of engagement by academic areas with Learning and Teaching Support provided by the Learning Coach this academic year. The report outlines the number of hours and the number of staff who have engaged from the different areas of the college.</p> <p>With respect to the SFC data these figures mask the challenges of individual subjects, such as Hospitality and Tourism being challenged due to the tightness of the labour market. These challenges are sector wide, however we are still low on the table so there are things we could do to improve.</p> <p>Thanks to Jodie for providing a summary paper on Learning, Teaching and Assessment showing pockets performing strongly. There was discussion whether decisions made years ago to change the provision of certain subjects (removal of different levels of progression from 5 to 6 to HNC for example) was showing its impact, it was explained that the decision to cancel programmes was based on multiple factors (low numbers, lack of resources etc). SFC have communicated a credit reduction exercise, currently there is credit flexibility (claiming <u>up to</u> 20 credits per FT student), this flexibility will be removed meaning all full-time FE programmes will deliver 17 credits. This has had a huge effect on our entire FE portfolio, with each programme needing 1-3 credits removed. Their thought behind this is that a 10% reduction would equal a 10% saving in delivery. This will have no impact on our budget as it is flat cash and have no mechanism in place to review the structure.</p>		
	(iii) UHI2024 Curriculum Update		
9.3	<p>There has been a meeting held with Academic Deans, during which discussions took place on the RAG rating of programmes and ensuring we were being proactive around areas needing attention. However, the ratings do not give a complete picture, green does not necessarily mean good, red does not mean bad. For example, Integrative Healthcare displays as red, but as the only place delivering the course in Scotland, that leaves it open to be interrogated. Courses such as this with a dynamic and engaged team, would hope to attract more international students. This including the MAATIC project, encouraging the socialising of the Engineering curriculum.</p>		
BM.23.02.10	Financial Position		
	(i) Management Accounts to 30 April 2023 and estimated full-year out-turn		
10.1	<p>Key points to note: Additional funding received from UHI which has been positive, however the nature of this is outstanding so, as yet has not been reported to SFC. There is an increase in staff operating costs but with the 2% pay rise being rejected the next pay rise will be in the next financial year.</p>		

BM.23.02.11	Review of Risk Appetite		
11.1	The Board was asked to approve the recommended changes to the risk management appetite as proposed by the SMT and accepted by the Audit Committee in May 2023. This was accepted.		
BM.23.02.12	Estates Update		
12.1	<p>Derek’s paper included a draft plan of projects. There are no major estates issues to report. We have been more proactive with gull licensing this year which has had a positive effect. The fire system in Birnie wing has been upgraded along with new procedures, from the 1 July, there is no immediate need to call 999 until smoke/fire has been witnessed – this does not change the position that anyone can call 999 if worried/has sighted a fire.</p> <p>There have been two fire evacuations, one caused by a faulty detector head.</p> <p>Positive news, the scaffolding on the Victoria Art building is now down, and the building is wind and watertight.</p> <p>Re. Birnie Wing roof, although a practical completion certificate was issued for the project, following further inspection, additional work to replace two broken roof vent covers was agreed. Minor remedial issues with one area of felt was also resolved by the contractor. The focus now turns to the Technology Centre roof.</p> <p>The heating has been off at Main Campus since Easter, utility bills have increased significantly following the end of our fixed rate, our electricity bill would usually be around £5k, it was £16k in May. We rely on the national framework for agreeing new energy costs going forward but hope this is done soon.</p> <p>Priorities for next year are the replacement of Culbin wing lift. Energy efficiency and carbon reduction are being taken into consideration on every project.</p>		
BM.23.02.13	Policies Due for Review – Update		
13.1	<p>We have been playing catch up on policies due for review since the pandemic.</p> <p>Audit committee have achieved quite a number with the remaining ones requiring approval by email.</p> <p>Some are work dependant across curricular areas, re the Business Continuity Plan, Derek is to go back to EO using the UHI template.</p>		
BM.23.02.14	Minutes from previous Committee Meetings:		
	(i) Draft Minutes of Staff Governance Committee held on 25 May 2023		
14.1	<p>The minutes were provided for noting.</p> <p>Dawn wished to clarify on point 7.1 “Opportunity and security disappointing story to tell”. Carolyn explained this was in relation to a paper on development and opportunities for people to extend their skills and focus is being looked at.</p>		

ACTION	Clerk to send the paper from Staff Governance meeting in question to Dawn	EM	
	Carolyn explained that the staff development days during the first week back of the new academic year will include sessions focussing on behaviours, especially those of students and between staff.		
	(ii) Draft Minutes of Audit Committee on 18 May 2023		
14.2	The minutes were provided for noting. Jessie confirmed the 2 internal audit actions were completed. She reiterated the information listed in 9.1 about the scope of the external audit and the areas being looked at (Financial management, Financial sustainability, Leadership, and governance including the recruitment of Chair of the Board, Use of resources to improve outcomes, Climate change, Cyber security and Anti-fraud matters).		
	(iii) Draft Minutes of Learning, Teaching and Quality Committee held on 15 June 2023		
14.3	The minutes were unavailable; however, an update was provided, and no further comments were made.		
	(iv) Draft Minutes of Finance and General Purposes Committee held on 8 June 2023		
14.4	The minutes were provided for noting. No further comments		
BM.23.02.15	HISA Update		
15.1	Melissa updated members on the new ideas for increasing student engagement. Also, two of the regional positions had successfully been filled by UHI Moray students. There have been discussions with Colin Watson for a new HISA base at Linkwood and they have also been busy putting signage out for tender. This is to make them visible to students across both campuses. Aaron informed the board of accountability sessions which have provided positive feedback. Following the recent selection of a recruitment partner by EO, Anthony Bagshot has been appointed as CEO beginning Aug/Sept time. Derek informed the board that 2022/23 funding had been allocated, and for counselling had been secured. David wished to thank the student members and HISA for everything they had done and achieved over the year, and for their support to the Board.		
BM.23.02.16	Emerging Issues		
	(i) Draft Board and Committee Plans 2023-24		
16.1	Members agreed that it was important to decide a date for the August development day as soon as possible. The clerk also asked the Board to take note of the intended date for Graduation (6 th October) and to please try and hold it in the diaries to attend.		
ACTION	All members to respond re attending within the week of 21 st August, with dates provided to EI by the end of next week (30 th June)	ALL	

	Dawn queried the dates of the Audit Committee. Dawn provided her apologies for the Board meeting on 22nd September in advance.		
ACTION	Clerk to check and resend dates for Audit committee.	EM	
	(ii) Audit Committee ToRs		
16.2	Audit committee and Shelly are working to the plan of FGP. Revised code of good governance has changes in text, but no new areas have been added. The board confirmed they were happy to approve these text changes. There will be a wider review of the Code which will result in all committees reviewing, and any amendments being made accordingly.		
	(iii) LTQ Committee Composition		
16.3	Following feedback from the March meeting, there was a meeting on 9 June between Paul, Hugh and Jamie. It was recommended that the committee become a standard committee comprising of their current members which the Board was happy with, with the clerk confirming they had enough non-executive members to comply with governance. The topic of appointing the new Chair was discussed. Since April, this has been covered by the Interim Chair, Jamie he had been appointed by UHI court. This is a process that will need to be initiated by the Board, with UHI also keen to wait until after summer		
ACTION	Bring back proposal document for appointment of new Chair for September meeting.	EM	
	(iv) Thinking the Unthinkable		
16.4	David presented a slideshow on the big issue of the empty public purse, highlighting the Scottish deficit will double from £9 billion to £18 billion. He discussed three papers that were soon about to drop - Post school report, Qualifications and Assessment and the Withers Report. These reports went in to detailing improvements in quality, getting the right support to the right people, global respect, assessments, significant reduction in senior phase extensions, and a possible soft recommendation of the folding of SAAS to encompass one single funding body, however no reports have been accepted yet.		
ACTION	Circulate links to all reports mentioned	EM	
	Colleges Scotland is a group of Principals and Chairs who meet to help shape what the college sector should look like, with four streams identified: <ol style="list-style-type: none"> 1- Regional skills delivery 2- Digital transformation (records and assessments etc) 3- Structural models (how things get funded) 4- Future workforce Currently under the UHI model the skills delivery goes through UHI to deliver and those we can't get externally sent out, however there is more work to be done on the remaining three. Re National bargaining it was noted we needed to bring more flexibility within the workforce and reward them.		

	Scotland stands alone with how our education is funded but will this continue. Under investment in universities and colleges in other countries often means higher earners end up paying less and the poorer earners pay more.		
16.5	<p>UHI 2024 Workstream -</p> <p>David provided an overview to the Board under each heading:</p> <p>Curriculum - RAG rating</p> <p>Shared service - new payroll system been introduced at Moray, we have gone on our own to source and select a supplier, different to one identified by the partnership.</p> <p>Executive Group - looking at analysing what EO is, talking about the top slice where a gesture was offered of a reduction from 35% to 34.5%, however with the new creation of an international office the original 0.5% offered would now be needed to fund that.</p> <p>Governance - not much happened to report on to date.</p> <p>Strategy - new strategic plan created.</p> <p>People and Culture - not aware of any report back but there is a SharePoint site for staff to view any updates.</p> <p>Barriers to UHI 2024 have been identified in the form of existing terms and conditions, pensions and RSB response.</p> <p>David has been invited to meet the chair of UHI Court in Stirling, along with other principals from those institutions that haven't met or merged on what is the way forward. Any decisions will of course be made by the Board, David just wanted to highlight where we are and the context with which we are working.</p> <p>It is a fluid and changeable sector and there are concerns about what's coming next.</p> <p>Clarification on the International office was sought re the funding being given to it, David explained they wished to increase the recruitment of international students and tap in to markets we hadn't yet accessed.</p> <p>A discussion on the pros and cons of merging as opposed to standing alone was had, with often the struggle of EO leading.</p> <p>David was agnostic, however the important point being we need to speak and act as one, engaging locally, being empowered and accountable. Companies like MAATIC etc becoming involved with us means we become an exciting provider rather than just a stop gap for those wishing to move on.</p> <p>Liz pointed out the disconnect between post school and transition regarding the future workforce, and that we need to look at the workforce forecast for the next coming years and how the economic environment is changing. With respect to this Kenny highlighted that the mature market for HE courses had dropped, and there was more call for "in work" learning, offering multiple entry and exit points.</p>		
ACTION	Matter to be brought to August development day for further discussion	EM	
BM.23.03.17	Date of Next Meeting		
17.1	21 September 2023		

RESERVED ITEMS			
BM.23.03.18	Draft Reserved Minutes of previous Board Meeting held on 23 March 2023		
18.1	This item is reserved, and the minute held in confidence.		
BM.23.03.19	Reserved Matters Arising/Action Sheet of Board Meeting held on 23 March 2023		
19.1	This item is reserved, and the minute held in confidence.		
BM.23.03.20	3 Year Financial Forecast Return		
20.1	This item is reserved, and the minute held in confidence.		
BM.23.02.21	Moray Growth Deal Update		
21.1	This item is reserved, and the minute held in confidence.		
	<i>Meeting closed at 12.45pm</i>		