



BOARD OF MANAGEMENT
Minutes of Meeting held on
Thursday 14 December 2023
At 1330 hours in the Boardroom and on MS Teams

Present:

Jamie Wilson (Chair)	Amy Wiggins
David Patterson	Caroline Webster
Jessie McLeman	Stuart Cruickshank
Dave McCallum (MS Teams – Left at 2pm)	Rebecca Dewis (MS Teams)
Elizabeth Hudson	

In Attendance:

Shelly McInnes	Derek Duncan
Carolyn Thomson	
Eleanor Melton (Clerk)	
Alex Hastings (Minutes Secretary)	

Item		Action	Date
BM.23.06.01	(i) Resignations		
1.1	Resignations were received from Ben Cookman, Jamie Wilson, and Leigh Mair. Ben Cookman and Leigh Mair’s resignations were noted as with immediate effect.		
	(ii) Appointments		
1.2	There have been no new appointments.		
	(iii) Introductions		
1.3	There were no further introductions.		
BM.23.06.02	Apologies for Absence		
2.1	There were no apologies for absence received.		
BM.23.06.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest received.		

BM.23.06.04	Draft Minutes of Previous Board Meeting held on 31 October 2023		
4.1	Pending the agreed amendments, the minutes of the Board Meeting held on 31 October 2023 were accepted as a true and accurate record. Proposed: Amy Wiggins Seconded: Jessie McLeman		
ACTION	Kenny McAlpine's name to be moved from 'Present' to 'In Attendance'	AH/EM	Immediate
4.2	Item BM.23.05.06 – Jessie queried the action being directed towards Kenny McAlpine who has now started secondment to Executive Office. Jessie wanted clarification on whether this action should have been directed towards Stuart Cruickshank. Clerk notified Jessie that the action was for Kenny to work on but would have Stuart's input.		
ACTION	Item BM.23.05.08 – Jessie alerted Clerk that this item has not been added to today's Agenda. The carried forward actions will be added to the next meeting's Agenda.	EM	Next Meeting
4.3	Item BM.23.05.10 – Amy Wiggins highlighted the shortage of Board Members in the Staff Governance Committee. This was noted as one of the main areas of focus for the recruitment of new members.		
BM.23.06.05	Matters Arising from Previous Board Meeting held on 31 October 2023		
5.1	Jessie requested an update on what is happening with Kenny's actions from the last meeting. The following matters arising were provided to give an update on these actions.		
5.2	BM.23.05.06 – 6.1 - Investigate feasibility of analysing data on progressing students. – This action was under Kenny and has been relayed to the LTQ Committee, as per action BM.23.06.09 of this meeting.		
5.3	BM.23.05.07 – 7.1 - Complete		
5.4	7.2 – Ongoing – An extension to 10 January 2024 has been requested by Samantha Bright. The situation regarding SQA sanctions was reported as resolved, with engineering students having attended for re-examination, but has not yet been officially confirmed.		
5.5	7.3 – As above, ongoing.		
5.6	23.05.10 – 10.1 – Complete		
5.7	10.2 - Complete		
BM.23.06.06	Principal's Report		
	(i) KPI Dashboard		
6.1	David provided a brief update on the KPI Dashboard, with no paper provided. There are 225 FTEs in		

	<p>December's payroll in comparison to 229.1 based on year to 31 October 2023.</p> <p>There are currently challenges with the rollout of the new payroll system. Carolyn stated that there were two separate issues, one in which she has resolved and the other she has reported back to the software company.</p> <p>David notified the Board that UHI are suggesting aligning KPIs across partnerships, however, they provided the College with around 50KPIs which was unreasonable given the timescale. This will likely incur the adoption of a new KPI structure, so there will be a considerable amount of work to be looked at on this with Stuart, noting that the Board may be required to assist if there are any resulting issues.</p>		
	(ii) Recovery Plan Update		
6.2	<p>David updated the Board on recent developments in relation to the Recovery Plan. A revised plan was presented to the Board at the end of last week and was unanimously approved. The RSB are currently reviewing this plan. If they accept, then we will start the process to secure approval for these actions and for the funding necessary to undertake them.</p> <p>David stated that the majority of the clarification issues raised by the RSB have now been resolved. Jessie asked what the line of questioning was from the RSB, David explained the range of questions on HE enrolments and recovery figures, along with how we calculated the income loss. David was asked if the Board would need the plan back for approval if changes are made from the RSB or SFC. David explained that he would hope any minor changes would be briefly accepted by the Board Members. The Board were comfortable with this.</p> <p>Rebecca asked for some clarification in terms of transparency and openness towards staff members. Rebecca queried the collectiveness of UHI as a whole if different actions were being taken by different UHI Boards. David shared these frustrations and stated that even funding discussions are not aligned across UHI. Amy asked if there is anything the Board members can do to raise concerns and complaints surrounding the process. Jamie explained that he thinks the RSB do realise the problems we are experiencing but it is a frustratingly slow process. From this, Jessie asked if the areas we are planning on reducing are the same across partnership, or if there is a specific need for certain provisions. David and Jamie stated that we do not have access to this information.</p>		

	<p>Jessie stated that she has not seen the final plan that went forward to the RSB, Clerk will circulate final plan to all Board members. Jessie also queried the timescale of this plan, David explained that it took UHI Perth 4.5 months for their plan to go to the SFC, however, the RSB are pushing for this agreement so it should not take as long as that. It was noted that the SFC are supposed to respond within 5 days from submission from RSB. There are risks within this timing and strike action may affect it further.</p> <p>Jessie asked what the fallback is, and if there is a process, if the College cannot pay monies due with regards to the backdated pay rises. Shelly stated that there are no processes covering this as it is an unprecedented situation, however, backdated pay rises will not be paid out if there is no agreement made in order to be able to fund it.</p> <p>The Board noted the importance of getting the dates for additional meetings of remuneration and Board, agreed for January, circulated and accepted.</p>		
ACTION	Clerk to circulate final recovery plan to all Board Members.	EM	Immediate
ACTION	Clerk to send invites out for additional meetings of Remuneration committee and full Board.	EM	Immediate
	(iii) Moray Growth Deal Update		
6.3	<p>David provided an update on both Moray Growth Deal projects, stating that MAATIC has been moving forward quickly and ongoing discussions with the aircraft manufacturer were going well. Jessie asked where MAATIC is going to be located, David explained that it is planned to be in Elgin Town Centre and that discussions are ongoing with the owners of the site.</p> <p>David explained that the work Kenny was involved with on the Full Business Case for MAATIC is nearing completion.</p> <p>With regards to the Business Enterprise Hub, David notified the Board that the Full Business Case has been submitted, which received over 50 questions seeking clarification. All but 6 queries have been resolved, and providing these are resolved, then we can submit the final case. David stated that the work in the legal agreement between the College, the Council and Robertsons construction is going well.</p>		

	<p>There were concerns regarding the philanthropic funding side of the Business Enterprise Hub, David stated that the Council's view on this was as long as there is no confirmation of funding, we should do everything we can to strengthen the business case. David asked the Board their opinions on whether they would want the building signed off and we deal with the funding agreement at a later date or have everything resolved. Shelly strongly advised against going ahead with signing off the building as we would be fully liable for the work completed by Robertsons. Shelly notified the Board that Robertsons have provided us with an amount for the plans but does not feel these are full and final. The Board noted the high reputational risk accrued from a negative outcome with this, along with a high risk in general if we were to proceed.</p> <p>David stated that the Council are very keen to get the agreement across the line. They are hosting an event on Saturday for the public to view plans.</p> <p>The Board agreed that they need confirmed funding or a re-shape of revenue to be able to agree to any building plans. David agreed to convey this to the Council.</p>		
BM.23.06.07	Finance Update		
	(i) Q1 Management Accounts		
7.1	Shelly's submitted update was noted by the Board with no further questions asked.		
	(ii) Finance and General Purposes Committee Annual Report to the Board		
7.2	Shelly supported the report submitted to the Board. Jessie noted the comments on the Moray Growth Deal, with a significant interest on risk management. Jessie noted that in the Estates section, there was no information regarding achieving Net Zero, in line with UHI's new policy. Jessie raised concerns, stating we are running risks as the Board are not aware of what this new policy states for the College, asking if F&GP Committee are working on this. Derek provided further information on this, explaining the multitude of challenges that Estates are facing with regards to future planning given the RAAC situation in the Speyside Wing. Derek detailed that we require further professional advice regarding achieving Net Zero, with which the Estates budget cannot fully cover. Derek will write a summary of the UHI Net Zero policy and what is required of the College to report back to the Board.		
ACTION	Derek to write summary of UHI's Net Zero policy to submit to the Board.	DD	Next Meeting

BM.23.06.08	Annual Complaints Report		
8.1	<p>Derek supported the paper submitted to the Board. An insight into the number of complaints was provided, with Derek explaining that there has been an increase in the number of complaints, however, 32 complaints out of around 5 thousand people using the College facilities was not concerning.</p> <p>The Board discussed the nature of the complaints, with reference to ASOS, it was detailed that the College is not immune to this happening in the future, however, the College now has processes and communications strategies in place for a more effective response.</p> <p>Catering facilities was discussed as another reason for complaint, Derek stated that the College has took feedback and advice on board and a successful tender was processed for the Little Lunchbox, which was detailed as a success and more fitting to the College's needs.</p> <p>Derek stated that class cancellations with a lack of communication was another main reason of complaint. The College has resources in place in the event of cancellations and we need to use these as much as possible as they work well.</p> <p>Stuart queried the low number of complaints over the course of the year, asking if people are fully aware of how to submit formal complaints. Derek stated that there is a bit of work needed to inform people of processes, such as the website form.</p>		
BM.23.06.09	Minutes from Previous Committee Meetings		
	(i) Draft minutes of Learning, Teaching and Quality committee meeting held on 23 November 2023		
9.1	The Board discussed the minutes from this meeting, noting that Dave was not present at this time to support them. Jessie questioned to what extent can analytical tools provide the LTQ Committee information on enrolment reports for HE and FE students.		
ACTION	LTQ Committee to investigate what could be monitored and reported from analytical tools regarding enrolments.	LTQ	
	(ii) Draft minutes of Audit committee meetings held on; a) 2 October 2023* b) 28 November 2023*		
9.2	Jessie supported the minutes from 2 October 2023, highlighting A.23.03.13 with reference to the Environmental Association for Universities and Colleges framework. Stating that we are still in an entry level		

	<p>position, Jessie highlighted the importance of focusing on working towards emerging maturity.</p> <p>Jessie provided an update with regards to the 28 November 2023 Audit Committee meeting. Wylie Bisset have submitted their certifications to the SFC.</p> <p>BDO have started their 4-year audit. Jessie notified the Board on what will be covered in this, with stock management being a new audit planned for the next year.</p> <p>Deloitte have taken the decision to delay the completion of the audit and their report due to resourcing issues until the meeting of 1 February 2024. Deloitte advised that they will be notifying Audit Scotland and either Shelly or the Executive Office will notify the SFC. The Committee noted the requirement that Committee papers should be ready for distribution prior to the next Audit meeting, and Phil Mason (Deloitte) agreed that the papers will be ready for distribution by 25 January 2024.</p> <p>The Board noted the high importance of sending out the appropriate meeting invites as soon as possible in order to confirm Deloitte’s acceptance of attendance.</p> <p>Jessie notified the Board that the Audit Committee are experiencing the same issues regarding the low number of Board members on the Committee.</p>		
ACTION	Clerk to send out meeting invites for Joint meeting of F&GP and Audit Committees to confirm Deloitte’s attendance following the submission of papers on 25 January 2024.		
	(iii) Draft minutes of Finance and General Purposes committee meeting held on 5 December 2023		
9.3	The Board discussed the proposed changes to the CCTV Policy, with Derek providing answers to any queries. Liz queried whether we have looked into potential police support to resolve some of the issues on campus. Derek stated this is unlikely to be possible as the police have a significant strain on resources. Queries were also raised regarding students vaping on campus and the difficulties staff are having dealing with this. Derek explained that they have looked into getting smoke detectors fitted in the toilets to deter smoking, however this is not a current priority.		
BM.23.06.10	Draft minutes of University Court meeting held on 1 November 2023		

10.1	Clerk notified the Board that the minutes from this meeting had been received this morning, therefore they have not yet been circulated to the members for comment.		
BM.23.06.11	Draft minutes of Partnership Council meeting held on 3 October 2023		
11.1	Clerk notified the Board that these minutes are not circulated.		
BM.23.06.12	Annual Health and Safety Report		
	(i) Annual Health and Safety Policy Statement		
12.1	<p>Derek supported the paper provided to the Board, detailing that following Brian Dundas' resignation, he now has access to the Health and Safety portal. Derek notified the Board that in comparison to last year, near miss reporting has increased following the introduction of the self-service reporting portal, with further increases expected.</p> <p>Jessie queried if any trends have been discovered in these reports, detailing that it would be beneficial to see if the Technology Centre, for example, had been improving. Derek noted the requirement for an insight into the trends.</p> <p>With regards to the decision on the policy statement, Jessie suggested including a zero tolerance to violence statement, in relation to recent events on campus.</p> <p>The Board approved the policy statement, pending the agreed amendment regarding violence.</p>		
BM.23.06.13	Emerging Issues		
13.1	Carolyn raised the Board members induction training for discussion, stating that it would be appropriate to have nominated Board members available to train new members. This was noted by the Board, with the agreement that policies and procedures are included in future inductions.		
ACTION	Clerk to include policies and procedures in induction pack.	EM	
BM.23.06.14	Date of Next Meeting – 21 March 2024		
RESERVED ITEMS			
BM.23.06.15	Draft Reserved Minutes of Board Meeting held on 31 October 2023		
15.1	This item is reserved, and the minute held in confidence.		

BM.23.06.16	Reserved Matters Arising from Previous Board Meetings held on 31 October 2023		
16.1	This item is reserved, and the minute held in confidence.		
BM.23.06.17	Reserved Minutes from Previous Committee Meetings		
	(i) Draft Reserved minutes of Audit committee meetings held on 28 November 2023		
17.1	This item is reserved, and the minute held in confidence.		
	(ii) Draft Reserved minutes of Finance and General Purposes committee meeting held on 5 December 2023		
17.2	This item is reserved, and the minute held in confidence.		
	<i>Meeting closed at 15.20pm</i>		