

UHI North, West and Hebrides Board of Management

Wed 28 February 2024, 15:30 - 18:45



Meeting minutes

1. *ESTABLISHMENT OF QUORUM, WELCOME & APOLOGIES

Chair welcomed William MacDonald, Roger Sendall attended on behalf of Vicki Nairn and apologies were received from Alex MacDonald, Struan Mackie and Sophie Anne Bain.

**Confirm
Quorum And
Conduct
Welcome
Apologies**

Chair Of Board, Derek Lewis

2. *DECLARATIONS OF INTEREST & CONNECTION

Members must declare an interest, either financial or non-financial in any item on the Agenda and should do so at the start of the meeting or as early as possible during the meeting. Members must not remain, nor participate in any way in a part of the meeting in which they have declared an interest.

Members must declare a connection which does not amount to an interest in any item on the Agenda where in the interests of transparency they consider that it is appropriate to do so.

Chris Alliston and Anne Frater both declared declarations of interest for item no 9 - Cnoc Soilleir

**All Members To
Consider And
Advise**

Chair Of Board, Derek Lewis

3. *REGISTER OF INTERESTS

**Information For
Noting**

Chair Of Board, Derek Lewis

4. STARRING

A member asked for starring on policies for approval - sustainability.

**Members To
Request
Starring Any
Unstarred Items**

Chair Of Board, Derek Lewis

5. MINUTES OF MEETING/S

5.1. Board Meeting - 8 November 2023

**Approve
Without
Discussion**

5.2. *Matters Arising for the Minutes & Action Tracker

Members were asked to complete outside of meeting and update via sharepoint.

Information & Up-Date

Chair Of Board, Derek Lewis

6. *FINANCIAL MATTERS

6.1. *UHI Financial Up-date

P & CE advised the committee that financial savings is on target for this year. Awaiting budget confirmation from government and hope the estimations within the Director of Finance report will be suffice. Allocations due at end of April 24.

Financial Director updated that the paper produced previously at F&GP has had amendments made to reflect the below.

- HE delivery scaled back and Curriculum savings.
- Sect 2 pg 2 - Nov v present - increase in projected deficit
- Increase in VSS Savings
- Amendments made to Golf course in Dornoch, this is due to paying the PGA and then the balance of the income is split between NWH and EO.
- ROV Commercial income removed.

It was also noted that if the pay award doesn't change it is reflected within the figures of the report.

A discussion took place around VSS, and it was explained that Phase 1 was voluntary, and Phase 2 will be more targeted around Organisational Design. Some of phase 1 VSS acceptances wont leave until the end of the academic year due to teaching commitments.

Table on page 9

- Annualised savings of 2.2m - phase 1 740k, leaves 1.9m to save in phase 2
- +£400k above budget

Table at bottom of pg 9

- current year 850k savings but due to the timescale of leavers creates a £400k shortfall which makes up the +400k above.

Curriculum Review

- Saving 18.7 fte on [lecturing staff]
- Total cost saving 900k with work still ongoing.

Staff severance costs

Phase 1 - Ex West Highland staff only joined LGPS a short time ago which results in a small pension strain.

Phase 2 - Ave 31500 for pension strain. No pension strain for teaching staff.

Over £6m of other costs, going to start working through the costs. Further savings could come in on the next financial year.

Discussions with the SFC and Colleges Scotland still ongoing re budgets.

Flexible Workforce Development Fund is being removed.

We currently have a reduction of 5.9% in HE which is currently behind, we shouldn't have any impact unless we hit the 95% target.

25/26 impacts HE by 1.1m

Section 10 - Cashflow

Pay award settlement grows by around £130k per month. Once settlement is agreed we will be in deficit.

Information And Approval

Director Of Finance, Derek Bond

[Withheld] funds from UHI will see us through until May 24, need to look at other options June 24.

F&GP Chair advised the report was scrutinised at F&GP and the committee were aware that the cash flow figure was going to increase.

Financial Director was asked if he had confidence in the numbers to which he confirmed as there will be potential to save further.

A member asked how confident are you to secure additional funding and where do we stand with being a charitable organisation?

Financial Director responded with that he had positive discussion with UHI and have detail figures on HE shortfall, payments are made in June and July which has been removed potential flexibility there. Our governance professional asked if any members from UHI or SFC wanted to comment but chair advised they were in the meeting as observers.

A query was raised if there is any further opportunity to increase figures on, HE, P&CE responded with that our merger business case outlined growth and that our applications are up year on year. There is also a curriculum review being undertaken and strategic meetings ongoing by UHI. VP Academic advised that there are live discussions around the partnership taking place around courses and supporting courses that are withdrawing from other partners. NWH are seeking opportunities where they can support.

A query was raised around the percentage EO take from funding for golf and confirmation was given that it is a different model which is applied due to 3rd party involvement.

A – Delivery of curriculum to be added to the risk register

The chair advised that due to the financials not being available yet for Organisational Design this would be discussed at the Extraordinary board meeting on the 6th March 2024.

Appendix 2 - breakdown of income

Commercial income less than 1.5% for next 3 years, this is a low-level figure. There is a big opportunity for NWH to bring in further income with an effective plan in place.

P&CE advised that our Financial Director had produced a diligent projection on finances. There is a possibility that we could break even in year 3 on the assumption of what we know around flat cash for further education.

6.2. *Former UHI North Highland & UHI Outer Hebrides (Lews Castle College) – Draft End of Year Accounts 2022/23

Financial Director advised accounts are still delayed due to consolidation of accounts.

Verbal Update

Director Of Finance, Derek Bond

6.3. *External Auditors' Reports to the UHI NWH Board of Management & the Auditor General for Scotland on former UHI Outer Hebrides (Lews Castle College) & UHI North Highland Audited Accounts 2022/23

Financial Director advised legacy North Highland is 60-70% complete, estimated completed date is end of March 24.

Verbal Update

Director Of Finance, Derek Bond

6.4. *Letters of Representation - UHI Lews Castle College & UHI North Highland College

Financial Director advised, due to end of year accounts not being produced there is no letter of representation to discuss at this meeting.

Verbal Update

Chair Of Board, Derek Lewis & Principal & Chief Executive, Lydia Rohmer

6.5. *Sale of WickBuilding

Director of finance advised that we have had an offer of [Withheld] for the building which would be sold as seen. The board endorse the sale of Wick building

A - RS to confirm if RSB will retain funds

A - DM to identify the funding source for the purchase of the building to ensure no monies would need to be paid back.

Decision

Director Of Finance, Derek
Bond

7. *RSB & UHI MATTERS

7.1. *UHI/RSB - Financial Up-date - UHI - NWH

This agenda topic was discussed on agenda item 6.1

Noting

Director Of Finance, Derek
Bond

8. *Organisational Design

Information

Giles Huby, Programme
Director, Merger

Programme Director (Merger) advised the committee that the documents within the appendices are live working documents and the update being given was for endorsement and that the financials would be delivered at the extraordinary board meeting on 6th March 24.

Curriculum, Learning and Teaching are now in line with UHI, under 2 faculties.

Enterprise and Engagement was highlighted to advise this department would capture our business needs within all our 19 centres and incorporate our current customer service/learning centre staff. The department will continue to create local engagement.

Infrastructure would capture our estates, campus services and IT.

Student Experience would capture our student services and records department.

Research and Knowledge Exchange will factor in ERI and Centre for Recreation and Tourism Research

People and Culture will continue to support HR and learning and development.

Finance will continue to capture finance.

A new department has been created called Planning and Performance which will capture all our quality monitoring, business improvement and compliance for all departments across the college. Whilst conducting the functional analysis via staff it was identified that there is wastage time, this department will support that going forward.

A query was raised around lecturing staff having time to engage with Research and Knowledge Exchange – this was raised in the Organisational Design workshops and there has been lots of discussion, hours of teaching need to be remitted to work on projects.

It was confirmed there will be 6 tiers however most departments are sitting at 5 tiers, this was benchmarked against other colleges, the low-level knowledge wasn't readily available.

Flatter structures are desirable but require a bigger maturity to operate one, this is the first stage in moving towards this.

Implementation Phase

UHI colleagues have assisted in producing the documentation to enter collective consultation with briefing teams/individuals whose posts may be affected by the matching in process.

Staff are keen to see where they sit in the new structure.

HR team will train line managers to conduct interviews with potential staff affected.

An update from the risk and opportunities register, for Organisational Design showed that staff morale is an issue, ELT are prioritising Organisational Design and briefings with staff will continue throughout the process.

9. *Cnoc Soilleir Business Case

Approval

Joe MacPhee, Director Of
External Engagement

Summary of key issues from the report which was discussed at F&GP.

Curriculum income and Business Development activities to be pursued.

Decision on whether we be involved in phase 2,

Recommendation to continue shared vision with NWH.

Looking for endorsement on option 1 from business case.

Principal and Chief Executive advised we have current involvement and links to Gaelic Language Plan and we would need to make further progress via business development plan for next 2-3 years.

It was decided that a review would take place in the next 2/3 years around the financial contributions.

There are still outstanding figures needing clarified around phase 1, input to be ongoing to the report.

A board member advised that there is intensive discussions ongoing with Cnoc Soilleir. NWH requirement for facilities is included in the report and would recommend 3 years. Phase 2 will need to be reviewed.

Board member asked are we getting the usage of the building for the monies being contributed? It was advised that our archaeology staff are based there.

Vice chair suggested we look at digital learning opportunities via gaelic, need to identify them to generate income.

We need to try and minimise impact on management time and create a business development approach for opportunities via our curriculum, research and estates plans.

A member advised that rurality funding is there to support smaller centres, also need to keep in mind the Transition Board made commitments to delivery in the Islands.

Chair summarised with the below:

Building exists, recognise sensitive issue with commitment made in bc and communities in OH.

Endorse the broad vision in the business plan

Chair summarised with suggesting financial contribution and develop uses for Cnoc Soilleir to generate vision and contribute to the vision. board is not endorsing but should be targeted responses.

A - NWH business plan to be created for Cnoc Soilleir

Principal and CEO confirmed Enterprise and Engagement Team would be tasked with this after restructure.

Chair advised that a short summary of today's discussion would be on agenda at Extraordinary Board Meeting next week.

A - A summary to board members and confirm further at extraordinary meeting.

 NWH Board - CS Business Case.pdf

 F&GP Coversheet - CS Business Case.pdf

10. GOVERNANCE PROCEDURES

10.1. Procedure for Appraisal & Approval of Funding Proposals (Revised October 2023)

 5. Funding Approvals Process F&GP Revised October 2023.pdf

For Final Approval

Director Of Finance, Derek Bond

11. *STRATEGIC REPORTS

11.1. Chair's Up-date

Verbal Update For Noting

Chair Of Board, Derek Lewis

11.2. Principal & Chief Executive Officer - Up-date

 Principal s Report for 28 February 2024.pdf

Noting

Principal & Chief Executive Officer, Lydia Rohmer

11.3. Students' Report

 BM Coversheet BoMFeb24.pdf

 February Board Report.pdf

Noting

HISA Depute

12. POLICIES FOR APPROVAL

12.1. Driving at Work

 Driving at Work Policy UHI NWH.pdf


 Cover Sheet Driving at Work Policy.pdf

For Approval

Debbie Miller, Vice Principal Operations And SRO North Highland

12.2. Adverse Weather

 UHI NWH Adverse Weather Procedure .pdf

 Coversheet Adverse Weather Procedure .pdf

For Approval

Debbie Miller, Vice Principal Operations & SRO North Highland

12.3. UHI Sustainability Strategy & Climate Change Policy

Member advised there is money coming into UHI ie SSE , there are training opportunities there for NWH.

This will be taken forward with UHI court .

 4a UHI Sustainability Policy.pdf

 4b UHI Sustainability Strategy.pdf

For Approval

Debbie Miller, Vice Principal Operations & SRO North Highland

12.4. *Gaelic Language Plan and Strategy

It was noted that a comprehensive and detailed plan was submitted previously to the Learning, Teaching and Research Committee which was highly commended.

Discussion took place around provisioning for gaelic teaching within our curriculum offer as there is funding available, discussions are taking place.

A query was raised around how much resource has been built in for this in the new structure and advised that costings had been included and there is also a gaelic officer being built into the new structure.

The board was advised by the principal and chief executive that this document is required by law.

 LTRC GLP Coversheet.pdf

Endorsement

Hannah Ritchie-Muir, Vice Principal Academic And SRO

- [LTRC GLP paper.pdf](#)
- [UHI-NWH-GLP 29-01-24.pdf](#)
- [Operational Plan 29-01-24.pdf](#)
- [UHI-NWH-GLP 29-01-24.pdf](#)
- [Gaelic Operational Plan - costings 29-01-24.pdf](#)
- [Draft Gaelic Strategy 29-01-24.pdf](#)

13. MINUTES OF COMMITTEE MEETINGS

The following minutes are for information only. Up-dates may be provided at the discretion of the Chair.

13.1. Finance & General Purposes - 1st and 3rd November 2023 & 6th February 2024

Noting

Shona MacDougall, Chair Of
F&GP

- [FGP 4.1 31012024 - Draft Minutes - 03112023.pdf](#)
- [FGP1.11.23-Draft Minutes.pdf](#)
- [Minutes_UHI NWH Board of Management - Finance & Genera_060224 \(1\).pdf](#)

13.2. Audit & Risk Management - 30 January 2024

Noting

Neil Hope, Chair A&RM

- [DraftMinutesARM1.11.23.pdf](#)
- [Minutes_UHI North, West & Hebrides Board of Management_240124.pdf](#)

13.3. Audit & Risk Management and Finance & General Purposes - Joint Meeting - 30 January 2024

Noting

Neil Hope, Chair A&RM And
Shona MacDougal, Chair
F&GP

- [Jnt Meeting FGP - ARM - 24012024 - Draft Minutes.pdf](#)

13.4. Learning, Teaching & Research Committee - 7 February 2024

Noting

Sarah Fraser, Chair LT&R

- [Minutes_Learning, Teaching and Research Committee_061223.pdf](#)
- [Minutes_UHI NWH Learning, Teaching and Research Commit_070224.pdf](#)

13.5. Human Resources - 14 February 2024

Noting

Chris Alliston, Chair HR

- [DraftMinHR29.11.23.pdf](#)
- [Minutes_UHI Board of Management - Human Resources Comm_140224.pdf](#)

14. MINUTES OF FORMER UHI OUTER HEBRIDES - LEWS CASTLE COLLEGE

For Approval

Chair Of Board, Derek Lewis

Note: Following the legal vesting of UHI Outer Hebrides (Lews Castle College) into UHI North Highland (now named UHI North, Highland & Hebrides), it falls to the UHI NWH Board to approve the final outstanding minutes of UHI OH (Lews Castle College) notwithstanding that there are only two members of the former Board on the new UHI NWH Board. These would have been submitted to the Board in December but the meeting was cancelled. Items B - C are public on the basis that some of the reports as marked are confidential. Item A is Confidential and has only been circulated to Board Members and the Principal & Chief Executive (see note at 17 below).

- [A. UHI-OH - Rem Com - 23052023.pdf](#)
- [B. UHI-OH - Draft Minutes - 27062023.pdf](#)
- [C. UHI OH - Draft Minutes - Re-convened Bd Meeting - 29.06.2023.pdf](#)
- [D. UHI OH Board Draft Minutes - 18072023.pdf](#)

15. Core Funded Fees Approach

Decision

- [NWH_Core_Funded_Fees_Approach.pdf](#)
- [Cover Sheet Core Funded Fees approach.pdf](#)

Vice Principal, Academic,
(SRO Outer Hebrides)


16. Legacy West Highland

Noting

Fiona Grant, Director Of
Academic Affairs And SRO

16.1. AGM Minutes - 11/12/23



Noting

 DraftMinutes_WH Board and AGM_111223.pdf

Fiona Grant, Director Of
Academic Affairs And SRO

16.2. Bank Closure

Noting



 StrikingOffFormDS01_continuationV7.0.pdf
 2024-01-27 15-12 DS01.pdf

Fiona Grant, Director Of
Academic Affairs And SRO

17. Local Advisory Committee's

17.1. Local Advisory Committee - West



Information

 LAC - West - meeting minutes 15-02-24.pdf
 Minutes West Highland LAC 16.11.23 - Copy.pdf

Director Of Academic Affairs
And SRO

17.2. Local Advisory Committee - North


Information

 Minues NH LAC 8.11.23 - Copy.pdf
 LAC North - Minutes 14-02-24.pdf

Debbie Miller, Vice Principal
Operations And SRO

17.3. Local Advisory Committee - Outer Hebrides

Information

 Minutes Outer Hebrides LAC 15.11.23.pdf

Hannah Ritchie-Muir, Vice
Principal Academic And SRO

18. *APPOINTMENTS & RESIGNATIONS

For Approval

Appointment of William MacDonald - Vice Chair.

Chair Of Board, Derek Lewis

Resignation of Judith Crowe - Independant non executive member.

19. AOB

Discussion

Chair Of Board, Derek Lewis

20. DATE OF NEXT MEETING - 1 MAY 2024 - STORNOWAY/MS TEAMS

**This Will Be A
Hybrid Meeting
Held By TEAMS
And At The
Stornoway
Campus**