



Meeting Minutes

Meeting	Trustee Board	X
	Management Board	
	Executive Committee	
	Finance & Commercial Development	
	Appointments & Remuneration	
	Compliance, Governance & Risk	
	Other:	

Meeting Date	12 th September 2024
Meeting Time	09:30-12:30
Attendance	
Present	<p>William Campbell (President (Chair)) Shannon MacCallum (Vice President (Education)) Neil Stewart (External Trustee) Janet Hackel (External Trustee) Irene Hynd (External Trustee) Edward Abbott-Halpin (External Trustee) Carly-Skye Fraser (Student Trustee) Wendy Day (Director of Finance and Operations) Simon Varwell (Director of Student Engagement and Representation) Dr Emma Miller (Community Engagement Manager) Dr Iain Morrison (Observer (UHI Dean of Student Experience))</p>
Apologies	Rachel Burn (Chief Executive Officer)

SECTION A	
Section	Minutes
1. Welcome and Meeting Management	
1.1 Apologies	<p>Apologies were received from RB, and IH who attended for the first hour of the meeting (09:30-10:30).</p> <p>Membership: VH is unfortunately no longer a UHI student so cannot represent students as a Student Trustee. We are fortunately in process of recruitment for another Student Trustee so that will be continued with a view to bringing on two instead. Our thanks to VH for her service over the past few months and best wishes for her future.</p>
1.2 Declarations of Interest	EM declared interest in item 4, CEO update, and joined the meeting after this item.

1.3 Minutes from 26 th September 2024	[Paper: HTB1224-01] Minutes of the previous meeting on 26 th September 2024 were approved as read.
1.4 Action Log from 26 th September 2024	[Paper: HTB0924-02] Actions of the previous meeting on 26 th September 2024 were approved as read.
2. RESERVED BUSINESS	
2.1 24/25 Budget and Reserves	[Paper: HTB1224-03] WD updated Board on the 24/25 Budget and Reserves. DECISIONS: Board approved the 24/25 Budget and Reserves paper in principle of WD providing a more comprehensive paper.
2.2 Chair's report including OBC update	WC updated Board on the OBC.
3. Opportunities	
3.1 UHI Transformation Programme Update with UHI Director of Transformation, Max Brown	[This item was moved to item 4 on the agenda.] MB summarised the Transformation Programme Update with Board. UHI are looking to put forward an update of the Organisation Business Case (OBC) in more detail regarding what UHI's aspirations are for its vision, and achievements; what they want to become. The latest version of the OBC more clearly states the vision and benefits of the changes moving forward. Options 1, 2, and 5 had been removed from the appraisal . Currently option 3 is part of the vision which focuses on making changes to the current constitutional form, option 4, focusing on smaller mergers like North, West and Hebrides (NWH) and option 6, a single institution. Work must start on what mergers or single institution might look like. More financial analysis has been requested but was not yet ready. Boards of Management meetings will be scheduled for early January to discuss the latest version of the OBC. Then engagement with key stakeholders (students, staff, regional bodies etc.) would take place end of February-mid-March. A meeting had taken place with Officers, and it was pointed out that this engagement will fall during HISA Student Elections, so work with HISA was needed between UHI and HISA to support this period. WC asked for further engagement with the OBC as its updated and whether Board would have access to this. MB advised he would take this back to UHI Principal and Vice Chancellor, and recommend that it is shared with HISA Trustee Board. EAH queried what the timeline looked like for the development towards the Final Business Case (FBC), and stage of change of Government. MB responded that the timeline for the FBC was end of current Academic Year (AY). It would be submitted to Government Autumn of 2025 for their approval. If a single

	<p>institution was wanted, then legislative change would be needed to deliver this and would take three years. There was a real fear of doing mergers in one concession which creates a lot of stress.</p> <p>NS raised a point about Block Grant and that students need to be at the heart of this process. There is an impact already on students, along with HISA. The importance of this work was acknowledged, but did not want the student movement to be further impacted. MB agreed with NS comments and noted that the Scottish Funding Council (SFC) had informally announced that they were going to give UHI financial support towards the development of the FBC. Work was being done to look at how that money is best allocated, a portion of which would go to HISA to support this process.</p> <p>IM concurred with NS and noted that support for HISA was key. Understandably there was financial focus, but there must be a strong academic and student experience rationale for whatever model is decided upon. Focus needed to be what it looks like to be a student of UHI; student experience decision making. MB noted that many of the issues at UHI are related to the Governance structures that were in place, and internal politics across the Partnership. The updated version of the OBC has more details about the student experience but was not where it needed to be. The hope was for the February- March consultations would make the difference.</p> <p>The aim was for the Board to see the revised copy of the OBC ahead of the next Board meeting.</p>
<p>4. CEO Update</p>	
<p>4.1 CEO Report including measuring our KPIs and communications and commercial updates</p>	<p>[This item was moved to item 3 on the agenda.]</p> <p>[Paper: HTB1224-04a and HTB1224-04b] The paper was noted as read.</p> <p>CEO Report</p> <p>WC summarised RB’s report and noted that RB had worked further on relationships with APs, strategy development, Block Grant application, and there was a detailed outline of KPIs in the paper. There had been new risk assessment around a sexual harassment policy considering new UK legislative data. New social media, and Freedom of Speech policies had been in discussion, along with Emergency Procedure policies for accidents and incidents which take place outside working hours, and at events. A Staff Annual Appraisal Policy had now been approved and will be launched to staff in early 2025.</p> <p>Communications and Commercial Update</p> <p>Discussions took place about the restructure of the Communications department, and the Leadership team.</p>

	<p>One Canva Pro license had been purchased to enable local teams to create content more relevant to their local areas to help spread the Communications workload. Local teams had been consulted on this.</p> <p>EAH supported RB’s restructure proposal and gave thanks for putting this forward.</p> <p>Directorate Job Description Update Board noted the revised Directorate job descriptions to include, applying for grants and commercial income.</p> <p>Diversifying Income and Student Offers Offers and discounts for students were detailed in RB’s report. The contract with Native still hadn’t been signed, despite several attempts by RB and MS, before his departure. On the 29th November, RB had emailed Native to ask if they wished to proceed, and a response had not yet been received.</p> <p>HISA 10th Anniversary A working group would be in place in early 2025 to get the marketing live for the HISA 10th anniversary celebrations.</p> <p>DECISIONS: Board approved the restructure to the Leadership team, and changes to the three Directors and CEO job descriptions.</p>
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5. Departmental Updates

<p>5.1 Student Engagement & Representation</p> <ul style="list-style-type: none"> • Update • Advice Service Reciprocal Agreement 	<p>[Paper: HTB1224-05a and HTB1224-05b] The Update paper was noted by Board.</p> <p>Update SV highlighted that all but one of the Officer roles had now been filled on the Executive Committee. The NWH-North Officer role had not been filled, the challenge being that the campus did not currently have a local staff member at the campus.</p> <p>Good work across the team regarding SVR system with numbers increasing particularly in certain APs and positive feedback from AP governing bodies. The aim is to shift SVR meetings from transactional reporting to enhancement-based conversations. Co-creation of the PAT survey had taken place with SVRs over the past month, which would go out in the new year, and overs 40 questions.</p> <p>There were considerations as to the next direction for the Subject Intern scheme.</p> <p>A lot of engagement had taken place for the quality arrangements on a national level. The capacity risk of engaging as a single Students’ Association within</p>
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	<p>multiple Quality arrangements was highlighted. One example being annual reporting to the funding council from different APs. Discussions had taken place with QAA and learning and teaching staff directly. The impact of this needed to be reviewed.</p> <p>Advice Service Reciprocal Agreement</p> <p>This had come to Board previously as a matter of principal. The Advice Service Coordinator, did great work with the Manager at the University of Strathclyde, Advice Service. This would provide mutual cover and quality assurance. IM noted that UHI staff would need to be made aware of the agreement so that they do not raise concern when they hear from Strathclyde about a UHI student. It was recommended that this is taken to Quality Forum, and Roger Sendal. SV noted that this would be included in the terms and communicated to UHI.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> SV to take the Advice Service Reciprocal Agreement to the relevant UHI forums highlighting at Partnership Council that this is an important document to be shared with Faculty Boards, Curriculum Leads, and other academic channels. <p>DECISIONS:</p> <p>Board approved the Advice Service Reciprocal Agreement.</p>
<p>5.2 Community Engagement</p> <ul style="list-style-type: none"> Update 	<p>[Paper: HTB1224-06]</p> <p>EM presented the update and took the paper as read.</p> <p>Em summarised that the first-time grant was over applied to, and there had been good increase in Clubs and Societies. The golf team requested £10,000, with the challenge being that competitive golf is expensive, and HISA does not have the resources for such a request. Work was instead focused on getting them sponsorships.</p> <p>Work was being done to draft a transport paper, which looks to get the Colleges to agree and support transport.</p> <p>Legal risk issues had been discovered due to PVG scheme changes, with changes coming in April 2025. Most will not affect HISA except guidelines about extracurricular activities which involve 16–17-year-old students. The changes coming will bring clarification on vulnerable people who are being provided a service. Amanda Fleet is drafting a separate policy for coaching. Another item to look at is volunteers, which will need to be PVG checked. The trademark issue had now ended.</p> <p>EAH queried when the Safeguarding Policy had last been reviewed, and that we are assured we are covered safely and securely.</p>

<p>5.4 Operations</p> <ul style="list-style-type: none"> Update 	<p>[Paper: HTB1224-07]</p> <p>WD presented the update and took the paper as read.</p> <p>SharePoint is to be revamped to meet UHI’s Data Retention and Protection regulations. Policies and Procedures will be drafted for this. This would be the next big project for the team.</p>
<p>6. Sub-Committee</p>	
<p>6.1 Finance and Commercial Development</p>	<p>No items needed to be discussed.</p>
<p>6.2 Appointments and Remuneration Summary</p>	<p>No items needed to be discussed.</p>
<p>6.3 Compliance, Governance and Risk Summary</p>	<p>No items needed to be discussed.</p>
<p>7. Executive Update</p>	
<p>7.1 Principal Officers Report including 2024-25 Officers/Executive Key Manifesto Aims</p>	<p>[Paper: HTB1224-08]</p> <p>WC highlighted that the schedules of had been packed for Principal Officers and Executive Committee with University and AP meetings.</p> <p>WC had finished attending graduations with the last one as HISA President being in Shetland the week prior. He had a wonderful time there celebrating with family and friends of students.</p> <p>WC noted that work on chaplaincy within UHI had continued and discussions had taken place with Islamic and Christian Societies. Several students from other APs had now been in touch with him also showing interest. Discussed with IM and Kevin about the offering available and how it can be enhanced.</p> <p>Actively involved in a tertiary funding campaign lead by NUS Scotland, which focuses on fair funding across FE and HE sector and looks at how they should be resourced.</p> <p>One of WC’s priorities had been on the shortage of nursing recruitment, and specifically looking at those going into studying nursing. He wants to illustrate UHI’s unique capacity to deliver rural health education and has begun working with the Centre for Rural Sciences to explore ways to increasing engagement and recruitment around nursing programmes.</p> <p>SV worked with the Insight and Democracy Coordinator refining the Articles and Schedules, which forms part of the wider democracy review, and making our documents clear.</p>

	<p>Executive is now almost filled with 15 officers with the latest Designate Deputes.</p> <p>Executive has approved latest initiative, Feel Fab February, which focuses on mental health and wellbeing. This will include activities across the APs.</p> <p>EDI has been involved in 16 days of Action Against Gender Based Violence, and transgender issues.</p> <p>WC and Inverness President have worked together, alongside Executive support, to refresh and relaunch of the UHI/HISA 2024-2026 Student Mental Health Agreement. Allie and Lorna from IM's team had been instrumental in this work.</p> <p>SM highlighted that her work had focused on the National Housing campaign run by sabbatical officers and in partnership with NUS, who had been instrumental in supporting the rally outside of The Scottish Parliament.</p> <p>IM highlighted the appreciation which has come from across the Partnership about the work the Officers have been doing.</p>
<p>8. Finance</p>	
<p>8.1 Budget Updates with RF1</p>	<p>[Paper: HTB1224-09] WD presented the paper.</p> <p>WD summarised the paper and noted that it was a quick reforecast. Restricted funds which had been received from SFC two years ago for Student Mental Health and had not been used. Contact with SFC had been made about the funding, but no reply received. The proposal was to move the funds to Executive Committee for their Student Mental Health campaign.</p> <p>DECISIONS: Board approved the release of the SFC Student Mental Health funding for Executive Committee, Student Mental Health campaign using SFC guidance.</p>
<p>9. Governance</p>	
<p>9.1 Articles, Schedules, and Elections</p>	<p>[Paper: HTB0924-10] PS presented the PowerPoint.</p> <p>Democracy Review Update PS noted details about the following four issues which were found: missing information, outdated information, conflicting and contradictory information, complexity and duplication. A Constitutional Review project had been setup to work on a consolidation exercise to remove duplication of clauses or rules. There will be a line-by-line review of both the Articles and Schedule to remove outdate and incorrect information. Drafting All Student Meetings Schedule; drafting revised elections and referendum clauses; consultation exercise on the revised</p>

	<p>Articles and Schedules with key stakeholders. Referendum to approve revised Articles and Schedules</p> <p>2025 Student Elections Update</p> <p>A new working group has been formed to deliver HISA Elections, this includes CEO, DFO, DSER, DMs, Interim Communications Manager, Insight & Democracy Coordinator.</p> <p>New branding had been designed, and the campaign would now be named Student Elections, using the tagline #LeadHISA, and language standardisation. The new nominations pack will focus on opportunities that are available to Student Officers as well as the support that is available both during elections process and in the role. There is also a clear set of election rules.</p> <p>Thanks were given to PS for the huge amount of work he has done on the Democracy Review and Student Elections.</p> <p>DECISIONS:</p> <p>Board approved the Election rules for 2024/2025.</p>
<p>10. Any Other Competent Business</p>	
<p>10.1 Thanks to Iain Morrison</p>	<p>WC, and NS, on behalf of Board, gave huge thanks to IM for the work he has done for students at UHI. He has been steadfast for HISA and all the work he has done for the Students' Association. WC would be the last HISA President to work with IM at the organisation and was very humbled to be part of his journey in the role.</p> <p>IM spoke of his fond experiences at HISA and gave huge thanks to the organisation and encouraged the team to keep in touch.</p>
<p>11. Bringing Our Work to Life/Christmas Social</p>	
<p>11.1 Joining HISA staff for Christmas Social</p>	