

Meeting Minutes

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

| | |
|-------------------|--|
| Meeting Date | 27 th June 2024 |
| Meeting Time | 10:00-13:00 |
| Attendance | |
| Present | <p>William Campbell (President (Chair)) Gary Souter (Vice President (Education)) Janet Hackel (External Trustee) Neil Stewart (External Trustee) Irene Hynd (External Trustee) Edward Abbott-Halpin (External Trustee) Carly-Skye Fraser (Student Trustee) Victoria Hutchinson (Student Trustee) Rachel Burn (Chief Executive Officer) Wendy Day (Director of Finance and Operations) Simon Varwell (Director of Student Engagement and Representation) Dr Emma Miller (Community Engagement Manager) Mark Stanley (Communications and Commercial Development Committee) Max Brown (UHI Director of Transformation) (attended for item 3.1) Shannon MacCallum (Vice President (Education) Elect)</p> |
| Apologies | Dr Iain Morrison (Observer (UHI Dean of Student Experience)) |

| SECTION A | |
|---|---|
| Section | Minutes |
| 1. Welcome and Meeting Management | |
| 1.1 Apologies | Iain Morrison on annual leave. |
| 1.2 Declarations of Interest | None declared. |
| 1.3 Minutes from 4 th April 2024 | <p>[Paper: HTB0624-01]</p> <p>Minutes of the previous meeting on 4th April 2024 were approved as read.</p> |

| | |
|--|---|
| <p>1.4 Action Log from 4th April 2024</p> | <p>[Paper: HTB0624-02]</p> <p>Sub-Committees</p> <p>An error was found in the membership wording which needs updating.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • RB and WD to update membership wording. |
| <p>2. RESERVED BUSINESS</p> | |
| <p>2.1 Budget Updates with RF1</p> | <p>[Paper: HTB0624-03]</p> <p>The paper was noted and seen as read.</p> |
| <p>2.2 24/25 Budget and 25/26 Projections</p> | <p>[Paper: HTB0624-04]</p> <p>The paper was noted and seen as read.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Trustees are to think about the financial position and reserves amount and let WD and RB know their thoughts by Tuesday, 2nd July 2024. • WD and RB to meet with WC and NS at UHI House to go over the budget in more detail. • WD and RB to re-forecast the projected 24/25 budget to present back to Trustees via email. |
| <p>3. Opportunities</p> | |
| <p>3.1 UHI Transformation Programme with UHI Director of Transformation, Max Brown</p> | <p>Max Brown summarised the programme of change that UHI has embarked on via its UHI 2024 programme and 2030 strategy. An outline business case (OBC) for the transformation has been created and has been shared with AP Boards of Management.</p> <p>Work continues on the OBC throughout the summer to then be sent to the SFC and with the aim to release the document to more stakeholders in September 2024. Then a Full Business Case will be worked up throughout the 24/25 academic year with the aim of seeking government approval for any agreed changes.</p> <p>A communications manager had joined MB's team to lead communication with all stakeholders, including students. It was recommended that this communications manager get in touch with MS to start working with Executive Committee on how the student communications might look in 2024/25 and beyond.</p> <p>The Trustee Board noted that it was positive to hear UHI were taking into consideration HISA's position in terms of long-term risk and strategy and that students would be directly involved in consultation.</p> |

| | |
|--|--|
| <p>3.1 Native Commercial Opportunities</p> | <p>MS introduced potential commercial opportunities with Native. Native can support with media sales working with advertisers acting as a conduit for Students' Unions. Native have relationships with national brands and 7+ Unions, and advertisers are happy with their service because they work with 75 institutes across the UK. Native focus on the operational side of the agreement, whilst Students' Association focus on advertiser and student engagement. More content on campus, less work for team, higher and more secure income.</p> <p>Step one: we agree a deal with Native and inform relevant staff in UHI Step two: Native and HISA then find advertisers Step three: Communications are sent out to student members who have agreed to be emailed about offers etc. and HISA profit from the brand affiliation.</p> <p>Regulation would be needed to decide which advertisers the Association would want to be affiliated in terms of ethics. Native have an ethical and commercial statement, and they would ask the Association to have one for this purpose, too.</p> <p>As it was an opt-in service for student members, Board were happy for this to be a potential income stream.</p> <p>DECISIONS: Board was happy for MS to move forward with this opportunity with Native.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • MS to communicate with Native to check if any Colleges have a contract with Native already. • Once WD has had conversations with the Auditors, MS to bring back a more detailed plan to the September Trustee Board. |
| <p>4. CEO Update</p> | |
| <p>4.1 CEO Report</p> | <p>[Paper: HTB0624-05] The paper was noted by Board.</p> <p>RB summarised her report by stating that she and Simon continue with meetings across the Partnership. They had a great visit to SMO on Skye in May.</p> <p>The new draft HISA strategy is now with staff for comments, and RB would be looking at this and firming this up along with KPIs. This will be brought back to the Trustee Board for final approval in September.</p> |

| | |
|--|---|
| | <p>Work on the strategy has led to a clear direction on our brand, so work has now started on mocking up some suggestions on the brand. Mocked up examples would be shared for people to feedback on, and possibly a voting station during Freshers for students to cast their vote. The hope would be that the brand would settle for more than a year after a decision had been made.</p> <p>Working with WC and others to refresh the Student Mental Health Agreement which is out of date to be relaunched in the autumn.</p> <p>Lots of good work across organising Freshers, not just online, but face-to-face. An online area will be available to students which will hold information for students about discounts for them and online events will be run.</p> <p>The 23/24 draft Impact Report is almost complete as a first version and RB will bring it to the September Trustee Board for comment and approval.</p> <p>The HISA Gaelic Policy will be discussed later on the agenda.</p> <p>Collective work has started on an staff annual appraisal system and staff code of conduct for HISA. Staff consultation will take place over the summer and again will be brought to the September Trustee Board.</p> <p>RB has launched some internal HISA Staff Awards to get colleagues to nominate each other and celebrate successes.</p> <p>Grant applications have not been successful yet, but EM had been instrumental in her huge effort to diversify the Association's income by writing up and submitting grant applications to the value of £140K to date.</p> |
| <p>5. Departmental Updates</p> | |
| <p>5.1 Student Engagement and Representation</p> | <p>[Paper: HTB0624-06a and 06b]</p> <p>SV highlighted the paper on Executive Co-Option, and the democracy review that the Association is about to kickstart thanks in part to the newly appointed Insight and Democracy Coordinator. Also highlighted was the Officer Summer Residential Training, and appointment of the Subject Intern.</p> <p>HISA Executive Co-Option Policy</p> <p>This year we have far fewer vacancies than 22/23 but we still need to fill a couple of posts so are proposing that co-option is used to ensure that roles are covered at APs.</p> <p>DECISIONS:</p> |

| | |
|---------------------------------------|---|
| | <p>Board was happy to approve with the full policy to be written up with AP consultation and an interim policy to be consulted on with Aps but that students would be consulted on a permanent policy going forward as part of the democracy review in 24/25.</p> |
| 5.2 Communications & Commercial | <p>[Paper: HTB0624-07] The report was noted and seen as read.</p> <p>MS highlighted the branding/rebrand exercise with the aim of getting this completed by the autumn. Along with the open rates of comms emails, which was believed to be due to the content is engaging, which illustrates that now would be a good time for an agreement with Native.</p> |
| 5.3 Community Engagement | <p>[Paper: HTB0624-08] The report was noted and seen as read.</p> <p>EM highlighted that the, Sports Development Officer, won Employee of the Year at the Scottish Charity Awards last week. As part of this win, she was interviewed by Sally Magnussen from the BBC.</p> <p>Special thanks to WD and Board for finding more funds to enable the team to offer more grants to student clubs in 23/24.</p> <p>More clubs were continuing in 24/25 than in previous years with the governance and support work undertaken by the team starting to pay off.</p> <p>The Board extended a huge congratulations to the Sports Development Officer for her incredible work. Staff recognition is a huge step to realising such opportunities.</p> |
| 5.4 Operations | <p>[Paper: HTB0624-09] The report was noted and seen as read.</p> <p>A draft of a staff appraisal system document will go out for staff consultation soon to eventually be incorporated into the Employee Handbook. Thanks were given to RB and Natalia Hales, Operations and HR-Deputy Manager, for getting this completed.</p> <p>Planning for the Employee Forum was ongoing.</p> <p>Work is being done to look at resilience for the overlap of task ability to make sure crucial systems such as Payroll are covered in absences.</p> <p>The team have all been contributing to the Standard Operating Procedure documents, which will act as a handover document, or, if someone leaves the team.</p> |

| 6.Sub-Committee | |
|---|--|
| 6.1 Sub-Committee Membership | Board approved the membership changes as detailed in the Actions item. |
| 6.2 Finance and Commercial Development | JH noted that a meeting had taken place which had now been discussed on this agenda. |
| 6.3 Appointments and Remuneration Summary | IH noted that a small amount of work had been completed on the Terms of Reference, but there had been no meetings. |
| Compliance, Governance and Risk Summary | EAH noted that no meetings had taken place since the previous one. The next meeting was due in July in which the items of the agenda would be discussed. |
| 7. Executive Update | |
| 7.1 Principal Officers Report | <p>[Paper: HTB0624-10] The report was noted and seen as read.</p> <p>WC noted that this would be the last report from him and GS as this year's Regional Officers.</p> <p>WC noted that there have been a lot of cuts across the sector in Scotland with Shetland, Perth and Moray having significant financial challenges and the ongoing merger at NWH. Officers on the ground engaging with students have had to deal with quite angry students at times, making comms difficult. In more positive news, Moray have agreed to retain their Fine Arts degree for another year after initially outlining that the course would be cut from the curriculum.</p> <p>Work on revitalising the Student Mental Health agreement was highlighted and has been a positive step forward and will be shared with key HISA and UHI stakeholders in the autumn.</p> <p>GS has done a significant amount of work this year on the UHI AI guidance and policy including the positive use of AI at the symposium. Taks were extended to GS for this work.</p> <p>We continue to work on our relationship and engagement with the NUS.</p> |
| 8. Finance | |
| 8.1 Budget Updates with RF1 | This item was covered in item 2.1. |
| 9. Any Other Competent Business | |
| 9.1 HISA Gaelic Language Plan 2024-2026 | <p>[Paper: HTB0624-11]</p> <p>RB noted that Gaelic plan had been created for HISA, and was realistic due to the Associations' current knowledge and skills. An application for funding had gone to Bòrd na Gaidhlig, which had been rejected twice. Conversatons are ongoing with Bòrd and in the meantime, HISA will deliver the plan as its stands.</p> |

| | |
|--|--|
| | <p>DECISIONS: The Board approved the paper.</p> |
| 9.2 Additional Student Trustee | RB noted that a third Student Trustee is needed to meet Trustee Board Terms of Reference. The role will be advertised in September when most students return to their studies. |
| 9.3 Trustee Induction Work | <p>JH requested that discussions were needed to confirm a date for Trustee Board training</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • WC, RB, WD, and HL to determine a date for Trustee training. |
| 9.4 Disclosure Request | <p>JH queried why Trustees needed to be PVG checked. It was noted that the PVG is a very light version and was good practice. WD posed the question to the Auditors as it made sense if all HISA employees have one, that Trustees do too, even if the communication isn't direct with students and there are students on the Board. JH noted that the company administering the applications had not returned communication, which seemed unreasonable when after sending them the required paperwork. WD noted that the cost was circa £60-£70 for those already checked. It would not be a recurring cost. EAH agreed with JH and was equally concerned the company had not been back in touch.</p> <p>RB noted that in the very unlikely event that an article went out mentioning that the Association had a bad Trustee, and didn't have any checks on them, this would put at risk the reputation of HISA.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • WD and RB to look into why the company had not been in touch about the PVG checks. • WD and RB to review whether PVGs are needed for Trustees in the future. |
| 9.5 Thanks to Outgoing Cross-Campus Officer, Gary Souter | As this is his last meeting as a Trustee, the Board gave a huge thanks to GS for all his instrumental work during his time as Vice President (Education). |