

## NMeeting Minutes



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

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| Meeting Date      | 15 <sup>th</sup> August 2024  |
| Meeting Time      | 09.30-11.00   |
| <b>Attendance</b> |   |
| Present           | <p>William Campbell, Students' Association President <b>(Chair)</b></p> <p>Shannon MacCullum, Vice President Education</p> <p>Siobhan Moore, Argyll Depute President</p> <p>Elizabeth Keegan, Inverness President</p> <p>Holly Pearce, Inverness Depute President</p> <p>Sarah Marshall, Moray Depute President</p> <p>Nicolas Kowalczyk, North, West &amp; Hebrides Depute President (West)</p> <p>Xander McDade, Perth President</p> <p>Andi Garrity, Perth Depute President</p> <p>Harley Green, Shetland Depute President</p> <p>Kian McDonald, Scottish Association for Marine Science (SAMS) Depute President</p> |
| Apologies         |   |
| Absent            |   |
| Observers         | <p>Max Bron, UHI Director of Transformation</p> <p>Rachel Burn, Chief Executive</p> <p>Caroline MacPherson, Development Manager (North &amp; North West Region)</p> <p>Paul Stalker, Insight &amp; Democracy Co-ordinator <b>(Clerk)</b></p>  |

| Section                                    | Minutes  |
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| <b>1</b>                                   | <b>Meeting Management</b>  |
| 1.2 Minutes from 4 <sup>th</sup> July 2024 | The Chair made reference to the minutes of the Executive Committee meeting held on Wednesday 4 <sup>th</sup> July 2024 and asked for all those who attended that meeting to approve whether this was an accurate reflection or not. The minutes were approved. |
| <b>2</b>                                   | <b>Student Engagement and Representation</b>   |
| 2.1 HISA Strategy 2024-2027                | The Chief Executive highlighted that the Students' Association was currently in the process of developing and drafting a new strategic plan cover the next three academic years.   |

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|   | <p>The Chief Executive explained that the Students' Association needed to develop a new strategic plan as the current one had no Key Performance Indicators (KPIs) and had technically expired at the end of the 2022-23 academic year.</p> <p>The Chief Executive highlighted that the draft 2024-27 Strategic Plan had been developed following consultation activities with HISA's different stakeholders. The Chief Executive also highlighted that the consultation activities undertaken with stakeholders included a student survey as well as meetings with both last year's Executive Committee members and UHI staff members across the partnership.</p> <p>The Chief Executive noted that the feedback collected from the consultation activities highlighted that students were generally happy with HISA's current values. The Chief Executive also noted that the feedback collected from the consultation activities highlighted that students were unhappy with HISA's recent rebranding, both in terms of the lack of student consultation that took place before the rebranding, as well as with removing and replacing all references to HISA with 'Your Students' Association'.</p> <p>The Chief Executive asked members if they had any thoughts or comments about the current draft 2024-27 Strategic Plan and the suggested ideas for Key Performance Indicators (KPIs).</p> <p>The Perth President noted that they felt that they needed more time to give feedback on the Strategic Plan; that they wanted some time to find out from students what they wanted from HISA and to see whether this fitted into the draft 2024-27 Strategic Plan.</p> <p>The Chief Executive noted that they were happy for members to email them following today's meeting with any thoughts or comments about the draft 2024-27 Strategic Plan.</p> <p>The Perth President asked if there was a deadline for providing feedback on the 2024-27 Strategic Plan. The Chief Executive noted that they were ideally looking to receive feedback before the next Trustee Board meeting taking place in September. The Students' Association President suggested a deadline of noon (12:00) Wednesday 11<sup>th</sup> September for members to feedback to the Chief Executive any thoughts or comments about the draft Strategic Plan.</p> <p><b>ACTION:</b> Executive Committee members to provide the Chief Executive any feedback about the draft HISA Strategy via email (<a href="mailto:Rachel.Burn@uhi.ac.uk">Rachel.Burn@uhi.ac.uk</a>) by noon (12:00) Wednesday 11<sup>th</sup> September 2024.</p> |
| 2.2 National Student Survey (NSS) Results | <p>The Chief Executive noted that the results of this year's National Student Survey (NSS) had been released last year.</p> <p>The Chief Executive explained that the National Student Survey (NSS) was an independent survey of all final year undergraduate students' in England, Scotland, Wales and Northern Ireland that aimed to gather students' opinions of the quality of their degree programmes. The Chief Executive also explained that in addition to a range of questions around the learning experience, the National Student Survey (NSS) included a number of question around the student voice, including a Students' Associations/ Unions specific question; <i>'How well does the students' union represent students' academic interests?'</i>.</p> <p>The Chief Executive highlighted that 75.9% of student who completed this year's National Student Survey (NSS) indicated that they felt HISA represented students' academic interests 'Well' or 'Very Well'. The Chief</p>  |

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|  | <p>Executive also highlighted that this score was around 9% than last year and was higher than both the Scottish sector average of 69.6% and the UK sector average of 72.9%.</p> <p>The Chief Executive noted that UHI had achieved an overall satisfaction rate of 81.2% in this year's National Student Survey and that UHI had remained 6<sup>th</sup> in Scotland for overall satisfaction. The Chief Executive also noted that UHI had achieved the highest overall satisfaction rate of any Scottish institution in this year's Postgraduate Taught Experience Survey (PTES).</p> <p>The Chief Executive encouraged members to promote the fact that 75.9% of students felt HISA represented students' academic interests 'Well' or 'Very Well' at meetings with UHI staff members, including College Management Boards. The Moray Depute President and the SAMS Depute President asked if was possible to email members the statistics from the National Student Survey.</p> <p>The Chief Executive noted that one of the suggested Key Performance Indicators (KPIs) included in the draft 2024-27 Strategic Plan was the score to '<i>How well does the students' union represent students' academic interests?</i>' National Student Survey (NSS) question. The Chief Executive also noted that the Students' Association would be looking to maintain this year's score in next year's National Student Survey (NSS).</p> <p>The Chief Executive asked members if they had any ideas on why HISA did so well in this year's National Student Survey (NSS). The Chief Executive also asked members what they thought HISA should be doing as an organisation to maintain its score in 2025.</p> <p>The Inverness President noted that they felt that HISA need to focus more on promotion, that HISA activities and events needed to be better advertised. The Inverness President also noted that they felt that it was important for HISA to have more of a physical presence on each campus.</p> <p>The SAMS Depute President noted that they felt more branded freebie would help build more awareness of HISA.</p> <p>The Argyll Depute President noted that they felt that HISA should run a virtual suggestion box to find out what students wanted in terms of activities, campaigns and events.</p> <p>The Students' Association President noted that they liked the idea of a virtual suggestion box to collect ideas and suggestions about activities, campaigns, and events and that they would look at the possibility of setting one up on the HISA website.</p> <p>The Chief Executive noted that a virtual suggestion box could be promoted as one of HISA's Question of the Month social media activities.</p> <p><b>ACTION:</b> Insight &amp; Democracy Co-ordinator to email Executive Committee Members a copy of the headline results from this year's National Student Survey (NSS).</p> <p><b>ACTION:</b> Students' Association President to investigate setting up a virtual suggestion box on the HISA website to collect ideas and suggestions from students.</p> |
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| <p>2.3 UHI Transformation Programme</p> | <p>The UHI Director of Transformation noted that they were currently working on developing a new operating model for the UHI partnership.</p> <p>The UHI Director of Transformation explained that they were working on a new operating model for the UHI partnership because the current operating model was financially unsustainable. The UHI Director of Transformation also explained that UHI needed to reduce the level of duplication of back office functions across the partnership and become more integrated in order become more financially sustainable.</p> <p>The UHI Director of Transformation noted that reducing the duplication of back office functions across the partnership would allow more resources to be put into teaching and other front line student services. The UHI Director of Transformation also noted that reducing the duplication of back office functions across the partnership would allow UHI to better navigate the current challenging funding environment for both Further Education and Higher Education in Scotland.</p> <p>The UHI Director of Transformation highlighted that in 2023 the UHI partnership began a programme of transformational change under the banner 'UHI 2024' to identify and address barriers to improving the partnership's operational effectiveness. The Director of Transformation also highlighted that UHI 2024 had evolved into developing a new operating model as the pace of change under UHI 2024 was not proceeding quickly enough to allow UHI to navigate the significant financial challenges colleges and universities in Scotland were now facing.</p> <p>The UHI Director of Transformation noted that a draft Outline Business Case for developing a new operating model had been created. The UHI Director of Transformation also noted that the draft Outline Business Case explored various options for change and been the subject of consultation with partner Principals and Boards of Management over the summer.</p> <p>The UHI Director of Transformation explained that that UHI needed to develop a Business Case as implementing a new operating model across a partnership would require additional funding from the Scottish Government via the Scottish Funding Council (SFC).</p> <p>The UHI Director of Transformation highlighted that UHI was looking to confirm the Outline Business Case by the end of November 2024. The UHI Director of Transformation also highlighted that UHI was looking to confirm the Full Business Case by the end of June 2025.</p> <p>The UHI Director of Transformation noted that there would be student consultation throughout the journey to develop a new operating model. The UHI Director of Transformation also noted that student engagement in the consultations was really important as UHI's operating model needed to both reflect what students wanted and needed.</p> <p>The UHI Director of Transformation asked members if they had any comments or questions.</p> <p>The Depute President North, West &amp; Hebrides Depute President (West) raised concerns about how UHI Transformation Programme would be communicated to students. The UHI Director of Transformation highlighted that UHI was looking to develop tailored communications and documents for different stakeholder groups, including students, to ensure that engagement was as easy as possible.</p> |
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|                             | <p>The UHI Director of Transformation noted that they would welcome any help from members in developing tailored communications for students.</p> <p>The Students' Association President noted to members that they were happy to pass on any other feedback or questions they have after the meeting to the UHI Director of Transformation.</p>  |
| 2.4 Network Student Project | <p>The Inverness Depute President highlighted that they were working on a community building project for students who have online courses and/ or networked courses/ degrees.</p> <p>The Inverness Depute President explained that one aim of their Network Student Project was to provide students who have online courses and/ or networked courses/ degrees a dedicated space where they can network with other UHI students who have online courses and/ or networked courses/ degrees. The Inverness Depute President also explained that another aim of their Network Student Project was to gather feedback from students who have online courses and/ or networked courses/ degrees.</p> <p>The Inverness Depute President noted that they started their Network Student Project in response to complaints about the student experience from those who have online courses and/ or networked courses/ degrees.</p> <p>The Inverness Depute President highlighted that they conducted a Student Networks Survey at the end of last year and they were planning to run it again before the October break. The Inverness Depute President also highlighted that they would welcome any comments or feedback from Executive Committee members about the questions in the Student Networks Survey.</p> <p>The Inverness Depute President noted that they would share the link to the Student Networks Survey with Executive Committee members after the meeting.</p> <p>The Inverness Depute President highlighted that they had drafted a new blurb for the Digital Students Network website page and that they would welcome and any comments or feedback from Executive Committee members had about the blurb. The Inverness Depute President also highlighted that they had drafted some posters to promote the Digital Students Network and that they would welcome and any comments or feedback from Executive Committee members had about them.</p> <p>The Inverness Depute President noted that they would share a copy of the draft blurb for Digital Student Networks website page and copies of the draft Digital Student Networks promotional posters with Executive Committee members after the meeting.</p> <p>The Inverness Depute President highlighted that they would welcome any comments or feedback members had about what they felt an online community should look like and/ or operate.</p> <p>The Argyll Depute President noted that they felt that an online community need ground rules; rules around being mindful of others and treating others with respect.</p> <p>The North, West &amp; Hebrides Depute President (West) noted that they felt an online community needed someone not only to moderate, but also lead the conversation.</p> |

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|                            | <p>The Inverness Depute President noted that they were currently looking at who would lead and moderate the Digital Student Networks.</p> <p><b>ACTION:</b> Inverness Depute President to email Executive Committee members the link to the Student Networks Project Survey as well as a copy of the draft blurb for Digital Student Networks website page and copies of the draft Digital Student Networks promotional posters.</p> <p><b>ACTION:</b> Executive Committee members to provide the Inverness Depute President any feedback about the Student Networks Survey and/ or the draft blurb for the Student Networks website page and/ or the draft Student Network promotional posters via email (<a href="mailto:eo01hp@uhi.ac.uk">eo01hp@uhi.ac.uk</a>).</p>  |
| 3                          | <b>Campaigns</b>   |
| 3.1 Cross campus campaigns | <p>The Students' Association President highlighted that they and the Vice President Education were planning on running across campus mental health and wellbeing campaign during the 2024-25 academic year. The Students' Association President also highlighted that they and the Vice President Education wanted to run across campus campaign as part of their work to build and develop a sense of cross campus community.</p> <p>The Students' Association President explained that they and the Vice President Education had decided to run across campus campaign on mental health and wellbeing as it was currently one of UHI's areas of focus due to its work on developing an organisational-wide Mental Health Agreement. The Students' Association President also explained that they and the Vice President Education had decided to run across campus campaign on mental health and wellbeing as community development and wellbeing had been a common in theme in the Local Officers manifestos.</p> <p>The Students' Association President highlighted that they and the Vice President Education wanted the Local Officers to take an active part both in the development and the delivery of the cross campus mental health and wellbeing campaign to ensure that it reflected the local needs of each academic partner. The Students' Association President also highlighted that they and the Vice President Education were interested in any ideas that the Local Officers had for activities that could be run as part of this campaign.</p> <p>The Students' Association President noted that the Insight &amp; Democracy Co-ordinator had set-up a Padlet to collect any ideas for activities that could be run as part of the cross campus mental health and wellbeing campaign.</p> <p>The Students' Association President asked members to complete the Mental Health &amp; Wellbeing Campaign Padlet with any ideas or suggestions they had for activities that could be run as part of a cross campus mental health and wellbeing campaign.</p> <p>The Students' Association President noted that they were also interested in any other ideas the Local Officers had for cross campus campaigns and that the Insight &amp; Democracy Co-ordinator had set-up a sperate Padlet to collect these ideas.</p> <p>The Moray Depute President noted that they liked the idea of running a cross campus campaign focused on mental health and wellbeing and asked how long the Padlets would be available to complete. The Students' Association President noted that both Padlets would remain available to complete until 5pm Thursday 5<sup>th</sup> September.</p> |

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|                             | <p><b>ACTION:</b> Executive Committee members to complete the Mental Health &amp; Wellbeing Campaign Padlet (<a href="https://padlet.com/paulstalker1/ideas-for-activities-that-we-could-run-as-part-of-a-cross-ca-flskvqwjaiwabqt7">https://padlet.com/paulstalker1/ideas-for-activities-that-we-could-run-as-part-of-a-cross-ca-flskvqwjaiwabqt7</a>) with ideas for activities that could be run as part of the mental health and wellbeing campaign by 5pm Thursday 5<sup>th</sup> September 2024.</p> <p><b>ACTION:</b> Executive Committee members to complete the Cross Campus Campaigns Padlet (<a href="https://padlet.com/paulstalker1/ideas-for-cross-campus-campaigns-hr45y91hig8umizo">https://padlet.com/paulstalker1/ideas-for-cross-campus-campaigns-hr45y91hig8umizo</a>) with ideas for cross campus campaigns by Thursday 5pm 5<sup>th</sup> September 2024</p>  |
| 4                           | <b>Events</b>   |
| 4.1 HISA Events Planner     | <p>The Development Manager (North &amp; North West Region) highlighted that they had developed a cross campus events planner for the 2024-25 academic year using feedback collected during the Summer Residential Training held in July 2024.</p> <p>The Development Manager (North &amp; North West Region) asked members if they were happy with the proposed plan for cross campus events as well as if they had any further ideas for cross campus events. The Manager (North &amp; North West Region) also asked members if they felt it would be better to run a big cross campus event at Christmas or at the end of the year.</p> <p>The Students' Association President, Inverness President, and Moray Depute President noted that they liked the proposed plan for cross campus events.</p> <p>The Inverness President suggested that it might be a good idea to link the Water Safety campaign idea with the Adventure Packs.</p> <p>The Students' Association President and SAMS Depute President suggested that it might be a good idea to incorporate the Grow with HISA event within the cross campus Mental Health &amp; Wellbeing Campaign. The Development Manager (North &amp; North West Region) noted that it might also be a good idea to incorporate Random Acts of Kindness Day in the cross campus Mental Health &amp; Wellbeing Campaign.</p> <p>The Development Manager (North &amp; North West Region) asked members to email them with any further feedback by noon (12:00) Thursday 22<sup>nd</sup> August 2024.</p> <p><b>ACTION:</b> Executive Committee members to provide the Manager (North &amp; North West Region) any additional feedback about the HISA Events Planner via email (<a href="mailto:caroline.macpherson@uhi.ac.uk">caroline.macpherson@uhi.ac.uk</a>) by noon (12:00) Thursday 22<sup>nd</sup> August 2024.</p> |
| 5                           | <b>AOCB</b>   |
| 5.1 Industrial Action @ UHI | <p>The Perth Depute President noted that they wanted to hear other members views about the current ongoing industrial action taking place at UHI. The Perth Depute President also noted that they want to know if other members felt the that the Students' Association should take a public position on the industrial action.</p>   |

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|  | <p>The Students' Association President noted that they felt that the Students' Association needed to take into account the views of all students when making statements and taking positions; that it was important to see the dispute from all angles/ sides. The Students' Association President also noted that although they felt that most students supported and were in solidarity with UHI staff members, they were acutely aware that some students who had been adversely impacted by the industrial action were quite angry and did not support it.</p> <p>The Perth President noted that they felt that showing support and solidarity towards those undertaking industrial action(s) would improve relations between front-line UHI staff members and the Students' Association. The Perth President also noted that they felt it would be a bad idea for the Students' Association to come out/ speak out against the industrial action(s) being undertaken by UHI staff members as it would damage relations between front-line UHI staff members and the Students' Association.</p> <p>The Students' Association President highlighted that previous HISA officers had lobbied Scottish Ministers to intervene in pay settlement talks and direct the College Employers to offer improved pay offers.</p> <p>The Perth President noted that they felt that further industrial action(s) were likely over coming year given the Scottish Governments recent public sector spending freeze announcement.</p> <p>The Vice President Education noted that they also felt that it was important for the Students' Association to see the dispute from all angles/ sides. The Vice President also noted that they felt that the Students' Association could do more to communicate to students the reasons why staff members were undertaking industrial action(s).</p> <p>The SAMS Depute President asked whether it would be possible in the future to share more information about industrial action(s) being undertaken by UHI staff members on the Students' Association website.</p> <p>The Students' Association President noted that they felt that for future industrial actions the Executive Committee should look to publish a frequently asked questions (FAQs) styled article on the Students' Association website explaining the reasons for and likely impact of the action. The Students' Association President also noted that they felt that for future industrial actions that the Students' Association should look to actively share links to information and statements published by UHI and the trade union(s) during the duration of a dispute.</p> |
| <p>5.2 Future Executive Committee Meetings Dates</p> | <p>The Students' Association President apologised to members for the short notice of August Executive Committee meeting as well as for the delay in getting the agenda and papers out. The Students' Association President noted that these issues were a result of the transition in staff support for the Executive Committee.</p> <p>The Students' Association President explained that going forward that there will be at least two weeks' notice of an Executive Committee meeting and at</p>  |



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|  | <p>least a week to submit items/ topics for the agenda. The Students' Association President also explained that going forward, the agenda and papers for Executive Committee meetings will be distributed at least a week before.</p> <p>The Students' Association President highlighted that the dates for future Executive Committee meetings would be set once all Local Officers had confirmed the details of their working hours with their Development Manager. The Students' Association President also highlighted that future Executive Committee meetings would not start before 10am.</p> <p><b>ACTION:</b> Local Officers to provide their Development Manager the details of their working hours once they have received the details of their timetables.</p> |
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