

**AYRSHIRE COLLEGE BOARD OF MANAGEMENT MEETING
TO BE HELD ON 18 JUNE 2026 AT 4.00 PM, KILMARNOCK CAMPUS**

AGENDA

Part A – Welcome, Report and Minutes

- | | | |
|---|--|---|
| 1 | Welcome and Declarations of Interest | |
| 2 | Apologies | |
| 3 | Minute of the meeting held on 26 March 2026 <ul style="list-style-type: none"> • Board of Management Action Tracker | Paper 1 (SM) (C/P) Paper 1A (SM) (P) |
| 4 | Matters Arising | |
| 5 | Student Association Report Q4 | Paper 2 (DH) (P) |
| 6 | Interim Chair’s Report | Paper 3 (SM) (P) |
| 7 | Principal’s Report | Paper 4 (AC) (R) |

Part B – For Discussion, Decision or Approval

Papers must be accompanied by an EqIA where required

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|----|---|--|
| 8 | Board Recruitment Proposals | Paper 5 (HD/SM) (R) |
| 9 | Management Accounts as at 30 April 2026 | Paper 6 (ARi) (R) |
| 10 | 2026-27 Budget | Presentation & Paper 7 (ARi) (R) |
| 11 | Subsidiary Company Loan | Paper 8 (ARi) (R) |
| 12 | SAI Articles of Association | Paper 9 (ARi) (P after CH reg) |
| 13 | Performance Dashboard Q4 | Link to Dashboard Verbal (SR/ARi/DD) (R) |
| 14 | 2026-27 Internal Audit Plan | Paper 10 (ARi) (P) |
| 15 | Strategic Risk & Opportunities Register | Paper 11 (ARi) (P) |

Part C – Standing Committee Business: For Review or Approval

- | | | |
|----|---|---|
| 16 | Committee Chairs Reports on 4th Quarter Committee Meetings <ul style="list-style-type: none"> • Learning & Teaching Committee 28 May 2026 • PIF Committee 11 June 2026 • Audit & Risk Committee 02 June 2026 | Paper 12 (AS) (P) Paper 13 (MW) (P) Paper 14 (MR) (P) |
| 17 | Confirmed Standing Committee Minutes <ul style="list-style-type: none"> • Learning & Teaching Committee 05 March 2026 • PIF Committee 10 March 2026 • Audit & Risk Committee 17 March 2026 | Paper 15 (P) Paper 16 (P) Paper 17 (P) |

Part D – To Receive for Information

| | | |
|----|---|--------------|
| 18 | People Strategy (2024-2027) Progress and Highlights | Paper 18 (R) |
| 19 | Mainstreaming Equality and Diversity Data Insights Report | Paper 19 (R) |
| 20 | AOCB | |

Date of Next Meeting: Thursday 01 October 2026

*(C/P) Confirmed minutes will be published on the College website; (P) Papers will be published on the College website
(R) Papers will not be published for reasons of commercial sensitivity or for reasons of personal data confidentiality*

**Minute of the Board of Management Meeting
Held by Hybrid Attendance at Ayr Campus and
via Video Conference Using Microsoft Teams
on Thursday 26 March 2026**

Present:

| | |
|----------------|----------------------------|
| Sharon Morrow | Interim Chair |
| Alicia Clyde | Non-Executive Board Member |
| Tracey Dalling | Non-Executive Board Member |
| Brian Green | Non-Executive Board Member |
| Michael Ross | Non-Executive Board Member |

(except items 6,7,9,10,13,14,15)

| | |
|--|---|
| Chris Boyce (except items 13,14,15) | Elected Member, EIS-FELA Teaching Staff |
|--|---|

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|-----------------|---|
| Darcie Hamilton | Elected Student President |
| Lisa Keggans | Elected Member, UNISON Support Staff |
| Janette Steel | Elected Member, Curriculum Staff |
| Marko Prorocic | Elected Member, Professional Services Staff |

| | |
|------------|-----------------------|
| Angela Cox | Principal, Ex-Officio |
|------------|-----------------------|

In attendance:

| | |
|----------------|---|
| Sara Rae | Vice Principal – Skills and Enterprise |
| David Davidson | Vice Principal – People, Performance and Transformation |
| Hilary Denholm | Board Governance Adviser |
| Alan Ritchie | Vice Principal – Finance & Infrastructure |
| Angela Scoular | Executive Assistant to the Principal and Chief Executive (Minutes) |

1. Welcome and Declarations of Interest

The Chair welcomed all present to the meeting.

There were no declarations of interest.

2. Apologies

Apologies were received from Jane Grant, Iain Shearer, Gillian Longmuir and Jason Currie, Non-Executive Board Members, and Alison Sutherland, Senior Independent Member, and Matthew Wilson, Vice Chair.

The Chair informed the Board that Connor Skipsey, Elected Student Vice President, had resigned in February 2026 and took the opportunity to thank Connor for his contributions to the College and the Board of Management and the great work that he had been involved in during his time as Elected Student Vice President.

The Chair also referred to the sudden passing of Russell Wilson on 26 February on campus and acknowledged staff members who were involved in responding to the situation. The Chair thanked the Executive Leadership Team for their actions

and communication that was provided following the tragic event and for the ongoing support that had been put in place for staff should they require it.

The meeting was confirmed as quorate.

3. Minutes of the Previous Meeting held on 11 December 2025 (Paper 1) (P)

The minutes were approved as a correct record.

Proposed: Angela Cox **Seconded:** Brian Green

Board of Management Action & Decision Log (Paper 1a) (P)

All actions due in the period were noted as complete.

The Chair noted that the request for a one-year extension of the Senior Independent Member role had not been approved by the Scottish Government, therefore, a recruitment process for a new member would be completed by the end of July in time for the new academic year.

4. Matters Arising

There were no outstanding matters arising from the minutes.

5. Student Association Report Q3 (Paper 2) (P)

Board members were provided with updates on the activities undertaken by the Student Association with particular reference to the two pillars of their work, namely the Student Voice and Student Community, and to further ensure that the student voice is heard in all relevant forums.

D Hamilton introduced Paper 2 as presented and summarised key highlights from the report.

The Board noted:

- Student Voice Audit – the Student Association achieved the outcome of “Strong – no recommendations” from the audit and extended thanks to the auditors for their support with this exercise.
- Class Ambassador Programme – the programme saw good attendance in Semester 1 with lots of students engaging with the Student Association and also out with meetings. The monthly meetings have been themed using the Student Learning Experience Model (designed by Sparqs) as part of the Tertiary Quality Enhancement Framework. This will provide rich feedback which will support curriculum areas with their end of year evaluations and subsequently support the development of the SEAP.
- The Student Association expressed their thanks to the College for the funds they had received from The Walker Trust of £31,853 which would go towards supporting student focused activities.
- Preparations for LGBT History Month have now been finalised, the theme of which will be Science and Innovation. The theme aims to highlight both

historical and contemporary contributions of LGBT+ individuals within STEM fields.

- During March, campaigns such as Young Carers Action Day and NeuroDiversity Celebration Week have taken place. The team will now look ahead to campaigns for nearer the end of the academic year including Mental Health Awareness Week.
- The Student Association are delighted to be sponsoring the 2026 Ayrshire College Film Festival which included a donation of £500 and ongoing support for promotion of the Film Festival. This event will take place in the historic Astoria Cinema in Ayr.
- With the assistance of Hope by the Roadside, pastoral support for students at the Ayr and Kilwinning Campuses is now up and running, with volunteers being on campus since the first week of February. Students have been made aware that the services are available.
- The Student Association Advisor is currently in preparatory works for this year's Student President Nominations and Elections, with elections scheduled for mid-May.

The Chair raised a query regarding the use of The Walker Trust and how it could be used in a sustainable way. D Hamilton advised that early discussions were taking place regarding how the £10,000 available could be spent per year over the next three academic years. The new officers that will come into post will look to allocate money for hardship support and the meta skills project however other options can be considered. A Ritchie added that due to the hardship fund not increasing with inflation, this will likely get worse in the coming years, and therefore, there will be more need for hardship support.

The Chair also enquired about the pastoral support available at the Ayr and Kilwinning Campuses. D Hamilton explained that support was already available at the Kilmarnock Campus, therefore the additional services provided were to ensure consistency across all campuses.

The Board noted the report as presented.

6. Interim Chair's Report (*Paper 3*) (P)

The Interim Chair provided an update on activities conducted since the last Board meeting in September and took the paper as read.

No additional points were highlighted and no queries were raised.

The Board noted the report as presented.

8. Board Governance & Programme of Meetings 2026-27 (*Paper 5*) (P)

H Denholm introduced Paper 5 which updated the Board on the changes to the Code of Good Governance, and following a gap analysis, highlighted areas of strong alignment, along with potential gaps and actions for full compliance that have been added into the Rolling Board Development Plan.

The Board was asked to discuss and note the Governance update.

The Board noted key changes included:

- Strengthened Student Engagement
- Governance Professional Role Clarified and Strengthened
- Mandatory Annual Board Effectiveness and Self Evaluation
- Remuneration Committee Training via CDN
- Commitment to Transparency and Accountability
- Diversity and Inclusion in Board Membership
- Committee Structures and Delegation
- Board Partnership and Collaboration

As part of the College governance framework, the annual programme of Board and Committee meeting dates was also presented to the Board for review and approval for the 2026-27 academic year.

Decision – BOM53-D01: The Board approved the 2026-27 annual programme of Board and Committee meeting dates.

11. Sustainability Framework and Climate Change Report (Paper 7) (P)

A Ritchie presented the College's Sustainability Framework and provided an update on progress toward its climate change commitments, including completion of the Public Bodies Climate Change Duties (PBCCD) return.

Following consideration and approval by the People, Infrastructure and Finance Committee, the Board was requested to approve the Sustainability Framework.

The Board noted:

- The Framework outlined the College's strategic approach to social, economic and environmental sustainability, aligned with the EAUC Climate Change Roadmap and mapped to the UN Sustainable Development Goals.
- The report summarised the College's three-year emissions performance, noting continued reductions in Scope 1 and 2 emissions due to energy-efficiency measures, alongside a recent rise in Scope 3 emissions driven by procurement activity.
- The report highlighted operational improvements across gas, electricity, water and waste, demonstrating progress while identifying areas requiring further focus to support ongoing improvement.

Decision – BOM53-D02: The Board approved the Sustainability Framework and Climate Change Report.

13. Committee Chairs' Reports on 3rd Quarter Committee Meetings (Papers 9, 10 and 11)

The Board received a written report from each Committee Vice Chair, in the absence of the Chairs, outlining a summary of key issues considered by the Standing Committees since the last meeting of the Board.

The confirmed minutes of these meetings will be received by the Board at its next meeting.

There was also a verbal update given by a member of the Remuneration Committee on behalf of the RemCo Chair.

The Board noted the reports from each Committee.

14. Confirmed Minutes: Standing Committees (Papers 12, 13 and 14)

The following confirmed Standing Committee Minutes were received by the Board:

- Learning, Teaching & Quality Committee
- People, Infrastructure and Finance Committee
- Audit & Risk Committee

The Board received the above minutes from noting.

15. AOCB

There were no other items of business for discussion.

Date of Next Meeting: Thursday 18 June 2026 at 4pm in Kilmarnock

(C/P) Confirmed minutes will be published on College Website; (P) – Paper will be published on the College Website; (R) – Paper is reserved, because it contains data or information of a personal nature, which is restricted by legislation, or because it contains commercially sensitive information, and will not be published on the College Website

Reserved items on next page

Board of Management - Action and Decision Log
Meeting No 54 – 18 June 2026

| Meeting Date | Agenda Item | Reference | Details | Action Owner | Due Date | Action / Decision | Open / Complete / Approved / Declined |
|--------------|--|------------|--|--------------|----------|-------------------|---------------------------------------|
| 26.03.26 | Governance Update & 2026-27 Board Meeting Dates | BOM53: D01 | The Board approved the 2026/27 annual programme of Board and Committee meeting dates. | NA | NA | Decision | Approved |
| 26.03.26 | Performance Dashboard Update | BOM53:A01 | Student Progression data to be added into the Performance Dashboard | S Rae | 18.06.26 | Action | |
| 26.03.26 | Performance Dashboard Update | BOM53:A02 | Deep Dive into Business Development to be included in future Board Development session | H Denholm | 01.09.26 | Action | |
| 26.03.26 | Sustainability Framework & Climate Change Report | BOM53: D02 | The Board approved the Sustainability Framework and Climate Change Report | NA | NA | Decision | Approved |
| 26.03.26 | Strategic Risk & Opportunities Register | BOM53: D03 | The Board approved the Strategic Risk and Opportunities Register. | NA | NA | Decision | Approved |

Title of Meeting: **Board of Management**

Date: **18 June 2026**

Title: **Student Association Report**

Purpose: To provide members with updates on the activities undertaken by the Student Association with particular reference to the two pillars of their work, namely the Student Voice and Student Community, and to further ensure that the student voice is heard in all relevant forums.

Recommendation: To note

1. Executive Summary

The Student Association team ordinarily consists of two elected officers. The Student President, Darcie Hamilton and a Student Vice President. The Student Association is governed by a Student Executive Committee within which students hold various volunteer Student Officer roles. The work of the Student Association is supported by the Student Association Advisor, Linda Corbett and is overseen by the Head of Quality Enhancement, Ann Heron.

2. Associated Risks

None

3. Equality and Diversity Impact Assessment

None

4. Publication

This paper will be published on the College website.

1. Background

Student Voice

We have been pleased to note continued engagement with the Class Ambassador programme for Semester 2. We do note that the volume and variety of more generalised feedback have reduced as the academic year has progressed. The Ambassadors have noted to us that this is largely because matters are being resolved quickly and effectively.

As the months progress, we are pleased to be collecting feedback on the SPARQS Student Learning Experience Model Themes which we have embedded into our monthly meetings with success, students have responded well to the reflective questions. It's the intention of the Student Association to carry this embedded approach forward into the next academic year.

We will look to supporting the teams to consider how the SLE and related toolkit could reach a wider audience including the curriculum teams.

Student Community

As we have approached the time of year for assessments and graded units, some of our community activity has wound down, however we've been very pleased to see that our most popular offerings, namely our online community and tabletops club, have maintained momentum. As the online community has been so popular, and doesn't require on campus resources, we will look to keep this running for an additional period after the official end of the semester. The Online Community will be monitored by The Student Association Advisor during any extended periods.

Campaigns and Events

Since our last update, we have undertaken the following campaigns and events:

- LGBT History Month was a fantastic success with lots of engagement from students, including for our end of campaign celebration in the form of a Drag Show hosted in the Theatre at our Ayr Campus. Our thanks to Mina Lookgood, a professional drag artist, who made it such a special afternoon and for getting the students involved.
- We supported our Women's Officers in Kilmarnock to host a very successful International Women's Day event where they engaged with students to talk about the importance of the campaign and to have an opportunity to celebrate women by giving away cupcakes, running a free raffle and giving out gift vouchers. Our thanks to Lephaly and Charlotte for their excellent work.
- This year's NeuroDiversity Celebration Week was all about raising awareness of different types of NeuroDiversity, where to find support and celebrating everyone's differences. We hosted displays across all three campuses and sent out student communications.

Projects

Our Student Hardship Vouchers project, which has been funded in Semester 2 by The Walker Trust monies, has been an incredible success with positive reports from our Engagement and Wellbeing Advisors about the impact to students in need. We will continue to use monies from the Walker Trust to fund and indeed expand this activity in the next academic year.

2. Current Situation

Events and Campaigns

Planning is currently underway for this year's Deaf Awareness Week and Mental Health Awareness Week. Both campaigns will be supported by student facing communications which will include campaign resources and information on where to get support. Our key feature for Deaf Awareness Week will be the finger-spelling cards which show each letter of the alphabet as these were very popular last year. And for Mental Health Awareness we will be hosting Walk n Talk sessions for the students where they can join us for a relaxed walk and a chat about the importance of looking after our mental health, and where to get support at the College.

We are looking forward to this year's Ayrshire College Film Festival and have been supporting with marketing and promotions through student emails and social media as part of our sponsorship commitment. The theme for the film festival is the roaring 20's with attendees encouraged to dress in their finest. The students are currently working on a comprehensive programme for the day and are encouraging everyone to come along. The festival itself is taking place on Friday the 22nd of May in the historic Astoria Cinema in Ayr and all welcome to attend.

Student Voice

The Student Satisfaction and Engagement Survey closed on the 24th of April, and we were delighted to note a higher completion rate from last year. We also supported relevant curriculum areas with accessible paper versions of the surveys for our level 2 and level 3 classes. We would like to extend our thanks to the BIIS and Quality Enhancement teams for their continued support with these activities.

As part of the organisational restructure proposal, we engaged with over 50 students to gain feedback around the areas of the proposal that may have a potential impact on students. The conversations were really insightful and the depth of engagement from the students was excellent. Our thanks to them for the taking the time to work with us on this.

For the next academic year, we are looking at continued work around the Student Learning Experience model and as noted earlier in the paper, we will continue to embed this into our work with the Class Ambassadors and take a "built in, not bolted on" approach to ensure this is part of everyday work. We are also engaging with the Institution Led Quality Review (ILQR) process and are looking forward to exploring this area of work alongside Quality Enhancement.

Student President Elections

The Student President Nominations closed at the end of April, however due to a low uptake, the deadline was extended and this yielded results, and we are pleased to note that we have 4 candidates running in this year's elections. We are also delighted to note that three of the candidates are current Student Officers. Significant promotion of the Elections themselves has been planned

to include radio ads on Essential Radio, student emails and social media. The candidates will also be on the campaign trail with the elections scheduled to conclude mid-May, and winning candidates will be announced shortly after.

Student Mental Health Agreement

Our current iteration of the Student Mental Health Agreement is due for renewal. We have put together a short life working group to review the process and agreement and have been in consultation with NUS Think Positive. The current SMHA is based heavily on operational matters, however given the shifting landscape of student mental health, we are looking to move away from this and proceed with a more strategic agreement which will include our key commitments to students regarding mental health. We are looking at the possibility of a web-based agreement, whereby students can engage with the agreement via the college website. It is our view that this approach is much more dynamic, innovative and allows for greater flexibility. It's the aim of the group to launch the new SMHA at the start of the new academic year.

End of Year Celebrations

We are delighted to be hosting our Platinum Awards Celebration Lunch again this year and are looking forward to giving out the awards to our hard-working students who have taken the additional time to work alongside us in their roles as Class Ambassadors and Student Officers. New for this year is the introduction of two new awards. These are the Class Ambassador of The Year Award and Student Officer of The Year Award. These two new awards are a further opportunity to celebrate excellence in our students.

The Herald Awards

We are delighted to have been shortlisted in the Innovation Category at the Herald Awards for The Nexus project. The team worked closely with marketing to make a submission for consideration for the awards, and we'd like to thank them for their support. The Awards Event is being held on the 20th of May, and we wish good luck to all our fellow Ayrshire College shortlisted colleagues.

Outgoing Officers

The current Elected Officers are coming to the end of their two-year term, and we'd like to take a moment to recognise their significant contribution to the work of the Student Association, their impact across the Ayrshire College landscape, their dedication to the students and to thank them for all of their hard work. As part of the exit process, the outgoing Student President will offer some welcome sessions to the newly Elected Officers and share their experiences and knowledge.

End of Year Evaluation and TOEP

The team are working through their end of year evaluation activity, including a "where are we" in relation to the SLE model and looking at opportunities for further development in the next academic year. Our key priority actions from the evaluations will be carried over into the TOEP.

3. Proposal

The Student Association will continue to focus on Student Voice and Student Community while identifying opportunities to collaborate and work in partnership with key stakeholders.

4. Resource Implications

None

5. Consultation

The Student Association will continue to consult with relevant key stakeholders around the college as required.

6. Conclusion

The Student Association are undertaking a broad spectrum of work with a view to having a strong student voice, offering a positive student experience and student community. We continue to look at our development opportunities and engage in meaningful projects.

**Darcie Hamilton
Student President
15 May 2026**

Title of Meeting: Board of Management Meeting

Date: 18 June 2026

Chair Report Purpose: The purpose of this report is to update Board Members on activities carried out by the Interim Chair since the 26 March 2026 Board meeting.

Recommendation: To Note

1. Executive Summary

To provide Board Members with an update of key activities I have been involved in since the last Board meeting.

- Stakeholder and partner engagement
- Internal College meetings and celebrations
- Board Development activities
- Meetings associated with Colleges Scotland

2. Strategic Objectives

This paper supports our Strategic Ambition through helping fulfil our strategic objectives to deliver outstanding experiences, to be the partner of choice and to play a key role in enabling the future.

This is demonstrated by the range of meetings and activities as described within this quarterly update report.

3. Associated Risks

N/A

4. Equality and Diversity Impact Assessment

An impact assessment is not applicable given the subject of this paper.

5. Publication

This paper will be published on the College website.

6. Stakeholder Engagement

I have met with stakeholders and partners including the new Chair of Court for UWS. I attended the Spirit of Brazil event which saw the launch of the official Brazilian tartan which was designed by a pupil from Largs Primary School.

a. Other Engagements

I was delighted to be able to attend the following events and internal College meetings:

- Recruitment shortlisting and panel participation
- Chairs with SNC Meeting in April 2026
- Board Strategy Session in April 2026
- Chairs and Principals Session - Post Election & College Sector of the Future
- SAI Reporting Meeting
- Colleges Scotland College Chairs Group
- Colleges Scotland Conference at Fife College
- Weekly update meetings with the Principal & Chief Executive
- Weekly update meetings with the Board Governance Advisor
- Review meeting with the Board Governance Advisor
- Review meeting with the Principal

b. Future activities

- Annual Review meetings with Board members over June & July
- Colleges Scotland College Chairs Group
- Welcome/Induction meetings with new Board members & Co-opted members

7. Our Governance

a. Chairs (CSNC) Meetings

We held the third CSNC meeting of AY25/26 on 21 April, where we reviewed the Q3 Committees, we discussed succession planning, the Board Development Plan and agreed the updated annual review questionnaire on Microsoft Forms for use.

I encourage all Board members to pass suggestions, feedback and any queries to their relevant Committee Chairs for discussion at the next Chairs meeting which takes place 06 October 2026.

b. Board and Committee Membership and Recruitment

Recruitment recommendations are presented to the Board for ratification at this June meeting, followed by formal documentation being submitted to the Scottish Government for approval in time for August induction of new Non-Executive Board members.

c. Board Member Development

- Thank you to everyone that attended and participated in the Board Strategy Session in April. It was a productive session with lots of input from both external speakers plus Executive Leadership staff, with lots of questions from Board Members resulting in much useful discussion.

- It was noted that the College Strategy will be due to be refreshed in 2027, and a session will be organised to facilitate this with Board Members.
- All Board Members now have access to the learning & development platform Elevate, where mandatory and other optional development is available.
- Strategic Area Visits (Leading for Learning opportunities) will be relaunched to offer Board members a strategic visit in a College area where they do not currently have a detailed knowledge and wish to develop this.
- Opportunities for further development are published on the CDN website and also shared by the Board Governance Adviser.
- Please advise the Board Governance Adviser of your attendance at any learning that you complete as a representative of the Ayrshire College Board – this information can then be included in your development record.
- New information continues to be shared in the “Board members Knowledge & Development Bank” Teams page.
- The Annual Board Development plan is updated quarterly, with updates being shared on the “Board members Knowledge & Development Bank” Teams page.

8. Our Communications

Board members receive emails, and Microsoft Teams posts to college accounts regarding Board meetings & information, with personal/work contact being used only for urgent/time sensitive communications.

Please direct any Board News suggestions to the Board Governance Adviser for publishing on the website.

We are establishing quarterly communications linked to the college communications strategy to inform staff and stakeholders about Board member profiles and to increase understanding of what the Board does and how it operates.

Sharon Morrow
Interim Chair, Board of Management
18 June 2026

Title of Meeting: **Board of Management**

Date: **18 June 2026**

Title: **2026-27 Internal Audit Plan**

Purpose: The purpose of this report is to present to the Board the updated 2026-27 Internal Audit Plan, following approval by the Audit and Risk Committee.

Recommendation: The Board of Management is requested to approve the 2026-27 Internal Audit Plan.

1 Executive Summary

The final 2026-27 Internal Audit Plan reflects the evolution from the March 2026 strategically framed, risk-aligned draft to a more operationally focused and deliverable-based programme of work. Overall, the direction of travel demonstrates a strengthening of practical assurance activity and governance coverage, alongside greater clarity on execution, timing and accountability.

Key movements are summarised as follows:

- The 2026-27 plan has expanded in scope to include additional audit engagements focused on implementation assurance, governance maturity and follow-up of prior recommendations, notably the introduction of reviews covering the new finance system, strategic planning (deferred from 2052-26), the strategic risk register, and follow-up activity.
- Conversely, there has been rationalisation of some previously proposed areas, with complaints handling and overall financial controls no longer presented as standalone audits, due to a shift towards a more embedded assurance approach.
- Several audit areas have been restructured and consolidated, most notably the integration of curriculum planning, timetabling and resource management into a single, larger review, reflecting a more holistic assessment of curriculum delivery and operational efficiency.
- There are minor recalibrations in audit effort, with slight reductions in days for Learning and Teaching Strategy and Employer Engagement, while core areas such as CPD and statutory funding audits remain unchanged, maintaining a focus on key regulatory and workforce priorities.

- The final plan introduces a stronger emphasis on governance and assurance over control effectiveness, particularly through dedicated work on the strategic risk register and systematic follow-up of audit recommendations.
- The 2026-27 IAP has moved to a fully articulated operational plan, including defined scopes, audit objectives, delivery timelines and responsible officers, providing the Committee with significantly greater visibility of how assurance will be delivered in practice.

2 Associated Risks

The proposed 2026–27 Internal Audit Plan adopts a risk-based approach aligned to the College’s Strategic Risk Register, ensuring that audit activity is focused on areas of highest strategic exposure.

The Plan provides targeted assurance on key risks, particularly financial sustainability, through implementation of the new finance system and ongoing review of risk register controls and mitigating actions. In addition, the inclusion of strategic planning, governance reviews and systematic follow-up of audit recommendations strengthens overall assurance regarding the effectiveness of risk management and control arrangements across the College.

3 Equality and Diversity Impact Assessment (EqIA)

There are no issues or recommendations in this paper that require an EqIA.

4 Publication

This report will be published on the College website.

Alan Ritchie
Vice Principal, Finance and Infrastructure
18 June 2026

1. Changes to the Audit Programme

a) What is Being Audited

- 1.1. Noted below are the proposed changes to the draft 2026-27 Internal Audit Plan (IAP) proposed to the March 2026 Committee meeting, along with the rationale for the changes made:
- 1.2. The revised IAP includes additional audit areas not presented in the March draft:
- **Implementation of New Finance System (6 days)**
This has been introduced due to the complexity of the implementation process and its potential impact on the number 1 risk within the College Strategic Risk Register.
 - **Strategic Planning (5 days)**
This work was due to be carried out as part of the 2025-26 IAP. However, due to timing and other priorities, it was deferred until the early part of the proposed 2026-27 IAP. This deferral and the reason for it was discussed and agreed upon by the Chair and Vice-Chair of the Committee.
 - **Strategic Risk Register: Control and Mitigating Actions Review (5 days)**
Following the discussion at the March Committee meeting and the trial audit assignment, which was reported at the June committee meeting, five days have been allocated to continue this work. The intention is to review the next couple of strategic risks and provide assurance on the controls and actions being undertaken to mitigate them.
 - **Follow-up Review of prior recommendations (4 days)**
An element of follow-up time has been included in the plan to allow for review of any recommendations made as part of the IAPs. Should there be a limited number of recommendations, this time will likely be allocated to other work, most likely the Strategic Risk Register review noted above.
- 1.3. Based on discussions with both the College Senior Leadership Team, the Audit and Risk Committee and the Internal Auditors, the updated IAP represents a clear shift toward:
- Implementation assurance (finance system)
 - Governance maturity (risk register review)
 - Accountability for prior audit actions (follow-up work)

b) Audits Removed from the Draft Plan

1.4 The March draft IAP included areas that do not appear in the 2026-27 IAP, most notably:

- **Overall Financial Controls (5 days)**

This has been removed to allow for the proposed assignment relating to the Implementation of the New Finance System.

- **Complaints Handling (5 days)**

Based on the College Strategic Risk Register and other assurance work, it is not felt that this area, if reviewed, would provide an increased level of control assurance; it has been removed.

c) Areas Retained but Re-Scoped or Merged

1.5 Several audit areas appear in both plans, but with changes in structure or scope:

Curriculum/timetabling

- Draft plan:

- Curriculum Planning (5 days)
- Timetabling & Resource Management (5 days)

- Proposed 2026-27 IAP:

- Combined into “Curriculum Delivery Plan and Timetabling and Resource Management” (10 days)

Following consultation with the Internal Audit Team, it was felt that consolidating into a single, larger integrated review would be more effective.

Learning and Teaching Strategy

- Draft: 5 days
- Proposed 2026-27 IAP: 4 days

Following consultation with the Internal Audit Team, a minor reduction in the number of audit days was agreed.

Employer Engagement Strategy

- Draft: 5 days
- Proposed 2026-27 IAP: 4 days

Following consultation with the Internal Audit Team, a minor reduction in the number of audit days was agreed.

Continuing Professional Development (CPD)

- Draft: 5 days
- Proposed 2026-27 IAP: 5 days

No material changes in audit scope or days.

Funding audits (SSF & Credits)

- Present in both plans:
 - Student Support Funds (4 days)
 - Student Activity (Credits) (7 days)
 -

No change as these remain mandated audits.

2. Summary

- 2.1. The introduction of a broader governance coverage in the proposed 2026-27 IAP (strategic planning, risk register assurance and follow-up reviews), strengthens the governance and oversight assurance, which were only described conceptually in the draft but not assigned discrete audit engagements.
- 2.2. Overall, the number of days has increased from the core 55 days to 60 days to accommodate the Strategic Planning Review deferred from 2025-26 into 2026-27
- 2.3. The proposed 2026-27 IAP also includes:
 - Full assignment scopes.
 - Audit objectives for each review.
 - Timetabled delivery schedule.
 - Named responsible officers.

The logo for wbg (West of Scotland Business Gateway) features the lowercase letters 'wbg' in a bold, white, sans-serif font. To the right of the 'g', there is a stylized graphic consisting of three parallel lines that form a corner, with the top line extending further to the right.

wbg

Ayrshire College

Internal Audit Plan 2026/27

May 2026

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Introduction

Background

Wbg Services LLP (Wbg) were appointed as Internal Auditors by the College with effect from 1 August 2022 until 31 July 2025. The Audit & Risk Committee took the option to extend the contract by a further two years to 31 July 2027.

Internal Audit

The prime responsibility of the Internal Audit Service (IAS) is to provide the Audit & Risk Committee, the Principal and other Senior Management of the College, with an objective assessment of the adequacy and effectiveness of management's internal control systems.

The IAS objectively examines, evaluates and reports on the adequacy of internal control thus contributing to the economic, efficient and effective use of resources and to the reduction of the potential risks faced by the College.

The operation and conduct of the IAS must comply with the guidelines set down by the Institute of Internal Auditors, including the Global Internal Audit Standards (GIAS), and the Application Note regarding the adoption of GIAS in the UK Public Sector. The Application Note replaces the Public Sector Internal Audit Standards from 1 April 2025.

Terms of Reference - Internal Audit

The provision of the IAS by Wbg is covered by the letter of engagement dated 2 May 2025.

Preparation of Internal Audit Plan 2026/27

This Plan was developed following discussions with the College's vice Principal – Finance and Infrastructure and Chief Financial Controller.

Formal Approval

This Audit Plan covers the period 2026/27 and will be presented to the Audit & Risk Committee for approval on 1 June 2026.

Operational Plan

2026/27

Implementation of New Finance System

| Audit area | High level indicative summary scope | Total number of days |
|--------------------------------------|--|----------------------|
| Implementation of New Finance System | <p>The purpose of the assignment will be to review the implementation of the new finance system to assess whether the system is working as anticipated, and that Ayrshire College is fully utilising the benefits and efficiencies that the new system offers.</p> <p>We will also review the implementation process to assess whether deadlines and costs were met, and that staff have received sufficient training on the system.</p> <p>Our objectives for this review will be as follows:</p> <ul style="list-style-type: none"> The new Finance System is fit for purpose and operating in line with good practice. Data has been accurately transferred from the previous Finance System. Sufficient training has been given to those staff who will be using the new Finance System. Appropriate controls have been put in place over the new Finance System, and these are being adhered to by staff. | 6 |

Learning and Teaching Strategy

| Audit area | High level indicative summary scope | Total number of days |
|--------------------------------|--|----------------------|
| Learning and Teaching Strategy | <p>The purpose of this review is to assess whether the College has a robust Learning and Teaching Strategy that provides a clear framework for what students are expected to achieve and that aligns effectively with the College’s curriculum and strategic goals. We will confirm whether the Strategy sets out effective learning and teaching approaches, including learner engagement, inclusive practice, and the use of digital infrastructure. We will also confirm how teaching quality is recorded, monitored, and enhanced.</p> <p>Our objectives for this review will be as follows:</p> <ul style="list-style-type: none"> The College has a robust Learning and Teaching Strategy that sets out current and future delivery in line with the College’s Strategic Priorities. The College’s Learning and Teaching Strategy clearly articulates its approach to teaching and learning and appropriately describes the systems and processes in place. The College’s Learning and Teaching Strategy includes an appropriate assessment of learner and stakeholder needs, reflecting local and regional requirements. The College’s Learning and Teaching Strategy sets out teaching methodologies that support a positive student experience and demonstrates appropriate consideration of EDI requirements. The College has appropriate mechanisms in place to monitor teaching quality and to ensure alignment between teaching practice and the College’s Strategy. | 4 |

Employer Engagement Strategy



| Audit area | High level indicative summary scope | Total number of days |
|------------------------------|---|----------------------|
| Employer Engagement Strategy | <p>The purpose of this review is to assess whether the College has a robust Employer Engagement Strategy that clearly sets out how it builds and sustains effective relationships with employers. We will evaluate how the College works with employers to support skills development, student employability, and local and regional priorities. We will also review how the Employer Engagement Strategy is implemented and embedded within curriculum delivery.</p> <p>Our objectives for this review will be as follows:</p> <ul style="list-style-type: none"> The College has a robust Employer Engagement Strategy that clearly articulates its approach to employer engagement and relationship-building. The Employer Engagement Strategy appropriately informs and influences curriculum planning and development. The Employer Engagement Strategy enables engagement activity to be captured and analysed, supporting the ongoing growth and development of employer relationships. The Employer Engagement Strategy is appropriately monitored and reviewed to identify areas for improvement. | 4 |

Strategic Planning



| Audit area | High level indicative summary scope | Total number of days |
|--------------------|--|----------------------|
| Strategic Planning | <p>We will undertake a review of the strategic planning arrangements in place with consideration of compliance with regulatory guidance. We will also look to assess whether the Board were fully involved in the development of the Strategic Plan. We will also review the methods in place to monitor the progress of the Strategic Plan and the reporting arrangements in place to confirm that the Board receive regular updates.</p> <p>Our objectives for this review are to assess whether:</p> <ul style="list-style-type: none"> The College has robust planning processes in place to develop the Strategic Plan. The College regularly reviews and monitors the Strategic Plan and takes necessary action when objectives are not being met. The Board were fully involved in the development of the Strategic Plan and receive regular updates on the progress of the Plan. There is alignment between performance measures, operational plans and the Strategic Plan. | 5 |

Curriculum Delivery Plan and Timetabling and Resource Management



| Audit area | High level indicative summary scope | Total number of days |
|---|---|----------------------|
| <p>Curriculum Delivery Plan and Timetabling and Resource Management</p> | <p>We will undertake a review of the suitability of the curriculum planning arrangements in place within the College. We will review the process from determining which courses to be run, the delivery methods, through to the approval of the plan. We will also review the processes surrounding timetabling, the methods adopted to assess the quality of the curriculum offered and the processes surrounding resource management.</p> <p>Our objectives for this review will be as follows:</p> <ul style="list-style-type: none"> The College has a robust Curriculum Delivery Plan that is effectively developed based off the College’s strategic planning documentation. The College’s Curriculum Delivery Plan is aligned with financial plans and the regional plans. The College’s Curriculum Delivery Plan involves sufficient input from academic faculties and sufficient detail on how targets will be delivered. There are sufficient controls in place surrounding the timetabling of the curriculum. There are sufficient resources to deliver planned levels of curriculum. The College have robust mechanisms to monitor whether the current arrangements in relation to timetabling and resource management are effective. The quality of the curriculum offered is being appropriately assessed. | <p>10</p> |

Continuing Professional Development



| Audit area | High level indicative summary scope | Total number of days |
|-------------------------------------|---|----------------------|
| Continuing Professional Development | <p>The purpose of the review will be to assess the suitability of the arrangements in place to manage, monitor and measure the impact of CPD (continuing professional development) within the College. We will assess whether the College has effective mechanisms in place to manage the completion of CPD requirements in a timely manner and the appropriateness of support and resources provided by the College.</p> <p>Our objectives for this review will be as follows:</p> <ul style="list-style-type: none"> The College have robust processes in place to ensure that CPD training requirements are managed in an efficient manner. Responsibilities for CPD are clearly defined throughout the College. The College have robust processes for identifying training needs that results in training completed by staff being in line with their job role or the overall direction of the College. The College offer staff members appropriate CPD courses. The College actively monitors its CPD requirements in a clear and defined manner. The College has clearly identified objectives for its CPD delivery where these align with the strategic objectives of the p. The College's CPD results in improved levels of performance where the training programmes have actively contributed toward the Group achieving their strategic objectives. | 5 |

Strategic Risk Register: Control and Mitigating Actions Review



| Audit area | High level indicative summary scope | Total number of days |
|---|---|----------------------|
| Strategic Risk Register: Control and Mitigating Actions Review | <p>We will complete an advisory piece of work for the College surrounding their Strategic Risk Register. Specifically, we will review a sample of high value risks to confirm that the mitigating controls and actions are clearly defined. We will also verify the existence of said actions for the risk sampled.</p> <p>Our objectives for this review will be as follows:</p> <ul style="list-style-type: none"> The mitigating controls and actions for the sampled risks are clearly defined on the College’s risk register. The mitigating controls and actions are based on in practice arrangements. | 5 |

Funding Reviews and Follow Up Review



| Audit area | High level indicative summary scope | Total number of days |
|------------------|---|----------------------|
| SSF | Our audit will follow the requirements of the SFC & SAAS guidance issued. | 2 |
| Credits | Our audit will follow the requirements of the SFC guidance issued. | 5 |
| Follow Up Review | <p>The effectiveness of the internal control system may be comprised if management fails to implement agreed audit recommendations. Our follow up work will provide the Audit & Risk Committee with assurance that prior year recommendations are implemented within the expected timescales.</p> <p>Our objective for this review is as follows:</p> <ul style="list-style-type: none"> The College has appropriately implemented any outstanding internal audit recommendations made in prior years. | 4 |

Assignment Plans & Dates

Assignment Plans

A detailed assignment plan will be prepared for each audit undertaken, setting out the scope and objectives of the work, allocating resources and establishing target dates for the completion of the work. Each assignment plan will be agreed and signed off by an appropriate sponsor from the College.

Key Dates

| Visit | Name | No. of audit days | Key College Personnel | Provisional start date for visit | Provisional date of issue of draft report | Provisional date for reporting to Audit & Risk Committee |
|-------|--|-------------------|--|----------------------------------|---|--|
| 1 | Strategic Planning | 5 | Vice Principal of People Performance and Transformation | 19 October 2026 | 6 November 2026 | 1 December 2026 |
| | Continuing Professional Development | 5 | | | | |
| 2 | Learning and Teaching Strategy | 4 | Vice Principal of Skills and Enterprise | 25 January 2027 | 12 February 2027 | 16 March 2027 |
| | Implementation of New Finance System | 6 | | | | |
| | Strategic Risk Register: Control and Mitigating Actions Review | 5 | Vice Principal of Finance and Infrastructure | | | |
| 3 | Curriculum Delivery Plan and Timetabling and Resource Management | 10 | Vice Principal of Finance and Infrastructure Vice Principal of Skills and Enterprise Head of Business Intelligence and Information Systems | 19 April 2027 | 7 May 2027 | 1 June 2027 |
| | Employer Engagement Strategy | 4 | Vice Principal of Skills and Enterprise | | | |

Assignment Plans & Dates

Key Dates

| Visit | Name | No. of audit days | Key College Personnel | Provisional start date for visit | Provisional date of issue of draft report | Provisional date for reporting to Audit & Risk Committee |
|-------|---------|-------------------|---|------------------------------------|---|--|
| 4 | Credits | 7 | Head of Business Intelligence and Information Systems | 23 August 2027 & 13 September 2027 | 1 October 2027 | December 2027 |
| | SSF | 4 | Head of Student Funding | | | |

Appendices

A – Summary of Internal Audit Input

B – Grading Structure

C – Key Performance Indicators

D – Training Topics

E – Audit Universe

A – Summary of Internal Audit Input

| 1 August 2022 to 31 July 2027 | | Operating Plan (No. Of days) | | | | |
|-------------------------------|--|------------------------------|-----------|-----------|-----------|-----------|
| System | Audit Area | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| Financial Systems | Overall Financial Controls | 6 | 4 | 4 | | |
| | Budgeting and Monitoring | | 6 | | | |
| | Payroll | | | 5 | | |
| | Fraud Awareness | 5 | | | | |
| | Financial Regulations and Compliance | | | | 4 | |
| | Non-SFC Income | | | | 6 | |
| | Implementation of New Finance System | | | | | 6 |
| | Compliance | GDPR/FOI | | | 6 | |
| Strategy | Strategic Planning | | | | | 5 |
| | Learning & Teaching Strategy | | | | | 4 |
| | Employer Engagement Strategy | | | | | 4 |
| Estates | Estates Management | | 6 | | | |
| Governance | Corporate Governance | | 5 | | | |
| | Risk Management | 5 | | | | |
| | Strategic Risk Register: Control and Mitigating Actions Review | | | | 5 | 5 |
| | Total Days c/f | 16 | 21 | 15 | 15 | 24 |

A – Summary of Internal Audit Input

| 1 August 2022 to 31 July 2027 | | Operating Plan (No. Of days) | | | | |
|-------------------------------|--|------------------------------|------------------|------------------|------------------|------------------|
| System | Audit Area | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| | Total Days c/f | 16 | 21 | 15 | 15 | 24 |
| Student | Student Recruitment and Retention | | | 6 | | |
| | Safeguarding and Child Protection | 5 | | | | |
| | Student Enrolment Procedures | 5 | | | | |
| | Student Retention | | 5 | | | |
| | Student Voice | | | | 5 | |
| | Curriculum Delivery Plan and Timetabling and Resource Management | | | | | 10 |
| IT | IT Security | | 5 | | | |
| | IT Systems Administration | | | 5 | | |
| | Cyber Incident Response Plan | | | | 5 | |
| | External Communications - Website | | | | 5 | |
| People | Staff Recruitment and Retention | | | 5 | | |
| | Continuing Professional Development | | | | | 5 |
| | Total Days c/f | <u>26</u> | <u>31</u> | <u>31</u> | <u>30</u> | <u>39</u> |

A – Summary of Internal Audit Input

| 1 August 2022 to 31 July 2027 | | Operating Plan (No. Of days) | | | | |
|-------------------------------|-----------------------|------------------------------|------------------|------------------|------------------|------------------|
| System | Audit Area | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| | Total Days b/f | <u>26</u> | <u>31</u> | <u>31</u> | <u>30</u> | <u>39</u> |
| Mandatory | Credits Audit | 6 | 6 | 6 | 7 | 7 |
| | SSF Audit | 4 | 4 | 4 | 4 | 4 |
| | EMA Audit | 4 | 4 | 4 | - | - |
| Required | Follow Up Review | 4 | 4 | 4 | 4 | 4 |
| | Audit Management | 6 | 6 | 6 | 5 | 6 |
| | Total Days | <u>50</u> | <u>55</u> | <u>55</u> | <u>50</u> | <u>60</u> |

B – Grading Structure

For each area of review, we assign a grading in accordance with the following classification:

| Assurance | Classification |
|-------------|--|
| Strong | Controls satisfactory, no major weaknesses found, some minor recommendations identified |
| Substantial | Controls largely satisfactory although some weaknesses identified, recommendations for improvement made |
| Weak | Controls unsatisfactory and major systems weaknesses identified that require to be addressed immediately |
| No | No or very limited controls in place leaving the system open to significant error or abuse, recommendations made require to be implemented immediately |

For each recommendation we make we assign a grading either as High, Medium, or Low priority depending upon the degree of risk assessed as outlined below:

| Grading | Risk | Classification |
|---------|-------------|---|
| High | High Risk | Major weakness that we consider needs to be brought to the attention of the Audit & Risk Committee and addressed by Senior Management of the College as a matter of urgency |
| Medium | Medium Risk | Significant issue or weakness which should be addressed by the College as soon as possible |
| Low | Low Risk | Minor issue or weakness reported where Management may wish to consider our recommendation |

C – Key Performance Indicators

For each area of review, we assign a grading in accordance with the following classification:

| Performance Indicator | Target |
|---|--------|
| Internal audit days completed in line with agreed timetable and days allocation | 100% |
| Draft scopes provided no later than 10 working days before the internal audit start date and final scopes no later than 5 working days before each start date | 100% |
| Draft reports issued within 10 working days of exit meeting | 100% |
| Management provide responses to draft reports within 15 working days of receipt of draft reports | 100% |
| Final reports issued within 5 working days of receipt of management responses | 100% |
| Recommendations accepted by management | 100% |
| Draft annual internal audit report to be provided by 31 August each year | 100% |
| Attendance at Audit & Risk Committee meetings by a senior member of staff | 100% |
| Suitably experienced staff used on all assignments | 100% |

D – Training Topics

As a firm we offer a wide range of training topics to our clients and we have listed below some of the topics which we would be able to offer the College.

| Topic | Summary |
|----------------------------|---|
| Risk Management | This can cover risk awareness, assessment of risks, responsibilities for monitoring risks, risk appetite and the scoring of risks. This is usually done as a workshop to ensure buy-in from management and committee members to the risk management process. |
| Role of the Board | This would cover the roles and responsibilities of Board members, including the Chair. This has been particularly useful when new Board members have been appointed and allows members to obtain some knowledge on what the expectation of a Board member is and what they should be looking out for. |
| Role of Internal Audit | We would provide a short session on what the internal audit function should be delivering to the College and the added value which we would bring. |
| Finance for Non-Financials | This is useful for committee members who do not have a finance background and covers areas such as the management accounts, budget reporting and the statutory accounts. |
| Fraud Awareness | We would cover the importance of a having a strong control environment and areas to be aware of in relation to fraud. We would discuss some real-life examples of where we have identified or been asked to investigate allegations of fraud and the results of these investigations. |
| Cyber Awareness | We would provide a cyber awareness session designed to help staff recognise and respond to common cyber threats. The training would be tailored to the education sector and assist in promoting a strong culture of cyber resilience across all levels of the College. |

E – Audit Universe



We have set out below the auditable entities, processes, systems and activities, which support the development of the internal audit plan, and the Internal Audit coverage since 2022. Please see page 19 for the colour key of assurance ratings.

| Area | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|-------------------|-----------------------------------|----------------------------|-----------------------------------|------------------------------------|--|
| Finance | Overall Financial Controls | Overall Financial Controls | Overall Financial Controls | Financial Regulations & Compliance | Implementation of New Finance System |
| | Fraud Awareness | Budgeting and Monitoring | Payroll | Non-SFC Income | |
| Compliance | | | GDPR/FOI | | |
| Strategy | | | | | Strategic Planning |
| | | | | | Learning & Teaching Strategy |
| | | | | | Employer Engagement Strategy |
| Estates | | Estates Management | | | |
| Governance | Risk Management | Corporate Governance | | | |
| Student | Safeguarding and Child Protection | Student Retention | Student Recruitment and Retention | Student Voice | Curriculum Delivery Plan and Timetabling and Resource Management |
| | Student Enrolment Procedures | | | | |
| IT | | IT Security | IT Systems Administration | Cyber Incident Response Plan | |
| | | | | External Communications – Website | |
| People | | | Staff Recruitment & Retention | | Continuing Professional Development |

Ayrshire College

(Paper 11)

Title of Meeting: Board of Management

Date: 18 June 2026

Title: Strategic Risk and Opportunities Register

Purpose: The purpose of this paper is to provide the Board with:

- The rationale for the revised format of the Strategic Risk Register introduced in May 2026
- A summary of the key differences between the February 2026 register and the May 2026 register.
- Note that following consideration by the Board Committees, no further changes are proposed to the May 2026 Register.

Recommendation: The Board is asked to:

- a) Note the rationale for the revised format.
- b) Acknowledge the strengthened assurance and governance capability provided by the May 2026 Strategic Risk Report.
- c) Support the ongoing use and development of this enhanced approach to risk reporting.
- d) Approve the Strategic Risk Register.

1. Executive Summary

The paper outlines the rationale for the revised Strategic Risk Register introduced in May 2026 and explains the key differences between the February 2026 register and the May 2026 Strategic Risk Report. The revised format represents a significant enhancement in the College's approach to risk management and assurance, moving from a largely static register to a more integrated and governance-focused reporting tool.

The May 2026 report provides clearer visibility of the controls in place for each strategic risk, the individuals responsible for those controls, and the actions being taken to mitigate risk exposure. It also introduces more structured action tracking, improved accountability through named owners and target dates, and stronger alignment with good practice in governance, internal control and assurance.

The move to a dedicated software platform further supports consistency, transparency and auditability in the management of strategic risk.

While the College's principal strategic risk themes remain broadly consistent across both registers, the May version reflects a more mature and disciplined articulation of the risk landscape. The changes introduced do not suggest a fundamental shift in the underlying risks faced by the College; rather, they provide the Committee with a stronger basis for scrutiny, challenge and assurance by improving the clarity, structure and usefulness of the Register as a strategic governance tool.

2. Associated Risks

There are no further risks to consider outside of the content of this paper.

3. Equality and Diversity Impact Assessment

The content of this paper does not require an EDIA to be undertaken.

4. Publication

This paper will not be published on the College website. The Strategic Risk Register will be published once it has been approved by the Board of Management at its next meeting.

Alan Ritchie
Vice Principal, Finance and Infrastructure
18 June 2026

1. Background

- 1.1. The May 2026 Strategic Risk Report introduces a significantly enhanced and more integrated risk management framework, moving from the previous high-level, static register to a dynamic, assurance-led reporting tool.
- 1.2. The revised format is intended to strengthen:
 - Transparency of controls and assurances.
 - Accountability for risk management actions.
 - Alignment to governance and committee oversight structures.
 - Audit trail linking risks, controls, and actions.
- 1.3. The changes reflect good practice in risk management, particularly in supporting the College Audit and Risk Committee assurance responsibilities and align more closely with expectations of the Scottish Public Finance Manual (SPFM) and wider best practice.

2. Rationale for Change

- 2.1. The key drivers for change are evidenced through limitations in the February format and the enhanced features within the May Register:

Move to Dedicated Software

- 2.2. The May 2026 Register is the first time the College has managed its strategic risks through a dedicated software platform, Risk Wizard. This marks an important step in strengthening the College's overall approach to risk management and reporting:
 - Provides a single, central source for recording and monitoring strategic risks.
 - Improves visibility of controls, actions, owners and deadlines.
 - Supports more timely updates and clearer accountability for delivery.
 - Strengthens audit trails and provides better evidence for Committee oversight and assurance.
 - Creates a more flexible reporting format that can be refined as the College's risk management arrangements continue to mature.
- 2.3. The report format and content have been redesigned to reflect best practice in risk governance and can continue to evolve as the system is embedded. The Committee is invited to review the report and suggest any further refinements.
- 2.4. The system will be rolled out during the final quarter of 2025-26 to strategic risk owners and to colleagues responsible for delivering associated actions.

Need for Improved Assurance Visibility

- 2.5. The February Register provided a high-level summary of each risk, including the risk description, scoring, ownership and overall status. While this supported visibility of the College's strategic risk profile, it did not provide sufficient detail on the underlying control environment or on the extent to which existing controls were operating effectively in practice.
- 2.6. By contrast, the May Register provides a more developed assurance framework by explicitly identifying the key controls in place for each risk and the individuals responsible for those controls. It also introduces a clearer assessment of control effectiveness, enabling a more informed view of whether the control environment is robust, proportionate and capable of managing the risk to an acceptable level. At this point, the majority of controls have not been audited. As the internal audit plan is implemented, the effectiveness of the controls and actions will be assessed.
- 2.7. This enhanced level of detail strengthens assurance visibility and supports the Committee in discharging its oversight responsibilities more effectively. In particular, it enables more evidence-based scrutiny of whether risks are being actively managed, whether mitigating controls remain appropriate and effective, and where further management action or Committee challenge may be required.

Strengthening the Link Between Risk, Controls and Actions

- 2.8. In the February Register, mitigating actions are referenced only at a high level as "Mitigating actions to be taken", with no supporting detail on the nature of the actions required, the individuals responsible for delivery or the timescales for completion. As a result, the Register provided limited visibility of implementation progress and offered only a restricted basis for monitoring whether identified actions were being delivered in a timely and effective manner.
- 2.9. In the May Register, each strategic risk is supported by a structured and trackable action plan. This includes clearly defined and numbered actions, named owners, target completion dates and status indicators, such as whether an action is due or has been closed late. This level of detail provides a more transparent and disciplined framework for monitoring progress and supports more effective management follow-through.
- 2.10. Taken together, these changes establish a clearer line of sight between risk, control, action and delivery. This strengthens governance by improving traceability, reinforcing accountability for implementation, and enabling the Committee to obtain greater assurance that mitigation actions are being progressed, monitored, and completed as intended.

Alignment with Best Practice Risk Management

- 2.11. The May Register more clearly reflects the key characteristics of good practice risk management. In particular, it distinguishes between inherent and residual risk, provides greater visibility into the strength of the control environment, and supports continuous monitoring through structured action tracking. These features move the Register beyond a descriptive summary of risk and towards a more complete management and assurance tool.
- 2.12. While the February version was comprehensive in the range of risks it captured, it operated primarily as a static register. The May version, by contrast, functions more clearly as a live risk management system, bringing together risk identification, control evaluation, action monitoring and assurance in a single framework. This represents a more mature and practical approach to managing strategic risk across the College.
- 2.13. Taken together, the revisions introduced in May 2026 represent a material enhancement in the College's risk management maturity. The revised format shifts the focus from risk identification alone to a broader risk management and assurance model, enabling more evidence-based scrutiny by the College Committees, improving accountability by identifying named owners and target dates, and providing a clearer audit trail to support both internal and external assurance activities.
- 2.14. The revised approach also strengthens alignment with the principles of the Scottish Public Finance Manual, particularly regarding governance, internal control, and assurance. As a result, the May Register provides a stronger basis for oversight, challenge and continuous improvement than was possible under the previous format.

3. Material Changes in the Strategic Risks Faced by the College

- 3.1. The broad strategic risks faced by the College remain largely consistent between the February and May 2026 registers. Core themes such as financial sustainability, data security, job evaluation, climate change, curriculum offer, recruitment and retention of staff, people and culture, and investment in infrastructure continue to feature prominently in both versions of the Register.
- 3.2. Notwithstanding this overall continuity, the May Register reflects a material refinement in the way the College's strategic risks are defined and presented.

- 3.3. The May Register also reflects a change in emphasis from a broader collection of strategic and operational risks towards a more focused set of principal strategic risks. In particular, the treatment of emerging risks, such as artificial intelligence, is more fully developed, with clearer articulation of the control framework, assigned ownership, and planned actions. In addition, a number of risks have been reframed to provide a stronger line of sight between the strategic issue, the control environment and the management response.
- 3.4. Taken together, these changes do not indicate a fundamental shift in the external or internal risk landscape facing the College. Rather, they represent a more mature and disciplined articulation of that landscape, with a clearer distinction between principal strategic risks and other operational or thematic matters.
- 3.5. This is intended to provide the Committee with a stronger basis for scrutiny, challenge and assurance, while also improving the overall coherence and usability of the Register as a strategic governance tool.



(Paper 11 (1))

Strategic Risk Report

Run by: Alan Ritchie
Thursday, 21 May 2026 8:09 AM

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

| | | | | | | | |
|---|---------------------------------|--------------|---|-------|--|---|---|
| 1 | Financial Sustainability | Alan Ritchie | ↔ | PIFCo | Uncertainty surrounding SFC core grant, accounting for SFC estate maintenance funding, other external funding sources, the level of inflation and an inability to generate alternative income. | College being unable to achieve its Strategic Ambition 2024-2027 and constraints being placed on its operating model. | Reduce risk consequences, Reduce risk likelihood |
|---|---------------------------------|--------------|---|-------|--|---|---|

| | Likelihood | Impact | Score |
|----------|----------------|--------------|-------|
| Inherent | Almost certain | Major | 20 |
| Residual | Almost certain | Catastrophic | 25 |

Existing Controls

| | | | | | | |
|---|----------------------|--------------|--------------|----------------------|------------------|-------------|
| 1 | Financial Governance | Owner | Alan Ritchie | Effectiveness | Highly effective | tableCell45 |
|---|----------------------|--------------|--------------|----------------------|------------------|-------------|

Strong financial governance by the Board of Management and it's Committees. Members receive and discuss detailed financial information and provide oversight, scrutiny and challenge to support the Senior Leadership Team.

Comment

| | | | | | | |
|---|-------------------------------|--------------|------------|----------------------|------------------|-------------|
| 2 | 2024-25 External Audit Report | Owner | Liz Walker | Effectiveness | Highly effective | tableCell45 |
|---|-------------------------------|--------------|------------|----------------------|------------------|-------------|

2024-25 external audit report concludes that the College has effective financial controls and internal systems in place, with no significant weaknesses identified. The College's arrangements for fraud prevention and detection are appropriate, and recommendations for improvement are minor and focused on enhancing efficiency and reducing manual errors.

Comment

| | | | | | | |
|---|---|--------------|------------|----------------------|------------------|-------------|
| 3 | Financial Planning Systems and Robust Processes | Owner | Liz Walker | Effectiveness | Highly effective | tableCell45 |
|---|---|--------------|------------|----------------------|------------------|-------------|

Financial planning systems and robust processes are in place, including detailed monitoring and control procedures to assess income levels and forecast expenditure against the budget.

Budget holders are fully involved and engaged, and the College has a mature and well-developed culture of financial accountability.

Comment

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|---|-------|----------|--|---------------|------------------|--------------------|
| 4 | 2024-25 SFC's Mid-Year Return and Financial Forecast Return | | Owner | Liz Walker | Effectiveness | Highly effective | tableCell45 |
| <p>2024-25 completion and updating of SFC's Mid-Year Return and Financial Forecast Return, requiring colleges to prepare financial projections for the next three years. Submitted on time and queries from SFC addressed.</p> <p>Comment</p> | | | | | | | |
| 5 | 2025-26 Internal Audit Plan | | Owner | Alan Ritchie | Effectiveness | Highly effective | tableCell45 |
| <p>Internal audit review different aspects of the College financial control environment as part of the annual audit plan. (i) Payroll (Nov 2024) - strong assurance with 1 low grade recommendation (ii) Overall Financial Controls (April 2025) - strong assurance with no recommendations.</p> <p>Comment</p> | | | | | | | |
| 6 | Dialogue with the SFC | | Owner | Alan Ritchie | Effectiveness | Highly effective | tableCell45 |
| <p>The College maintains an open dialogue with the SFC in regard to the College financial challenges and also through the CDN Finance and Vice Principals networks. The College has written to and met with the SFC to indicate that the current levels of uncertainty are now placing significant planning constraints on the College.</p> <p>Comment</p> | | | | | | | |
| 7 | Continued working with Colleges Scotland | | Owner | Alan Ritchie, David Davidson, Sara Rae | Effectiveness | Highly effective | tableCell45 |
| <p>The College continues to work with Colleges Scotland to lobby the SFC and the Scottish Government on the future sector financial position through a new or revised funding model.</p> <p>Comment</p> | | | | | | | |
| 66 | 2025-26 External Audit Report | | Owner | Liz Walker | Effectiveness | Highly effective | tableCell45 |
| <p>2025-26 external audit report expected to conclude that the College has effective financial controls and internal systems in place, with no significant weaknesses identified. The College's arrangements for fraud prevention and detection are expected to be judged as appropriate, with minor recommendations for improvement and focused on enhancing efficiency and reducing manual errors.</p> <p>Comment Planning meeting scheduled for 31 March 2026</p> | | | | | | | |
| 67 | 2025-26 SFC's Mid-Year Return and Financial Forecast Return | | Owner | Liz Walker | Effectiveness | Highly effective | tableCell45 |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|--|---|-------|----------|--------------------------|---------------|------------------|--------------------|
| 2025-26 SFC's Mid-Year Return and Financial Forecast Return submitted on time after approval of the Board of Management. | | | | | | | |
| Comment | | | | | | | |
| 68 | Financial Strategic Risk Register | | Owner | Liz Walker, Alan Ritchie | Effectiveness | Highly effective | tableCell45 |
| The College is aware of the financial challenges faced in the coming years and maintains a separate financial risk register as part of the Management Accounts. This risk register is reviewed monthly as part of the accounts preparation by the Vice Principal and Chief Financial Controller | | | | | | | |
| Comment Management Accounts risk register is updated monthly | | | | | | | |
| 69 | 2025-26 External Audit Report | | Owner | Liz Walker | Effectiveness | Highly effective | tableCell45 |
| 2025-26 external audit report should conclude that the College has effective financial controls and internal systems in place, with no significant weaknesses identified. The College's arrangements for fraud prevention and detection are appropriate | | | | | | | |
| Comment | | | | | | | |
| Actions Linked to the Risk | | | | | | | |
| 1 | Continued engagement with the SFC / external auditors | | Owner | Alan Ritchie | Due Date | 30/06/2026 | Status Due |
| The College continues to engage with the SFC / external auditors to discuss the College's future financial position and the use of CDEL/RDEL funding. 2026-27 indicative funding announcement indicates no transfer of capital to revenue funding allowed. However SFC have indicated that willing to discuss possible individual college solutions. College has scheduled a meeting for 16/4/26 | | | | | | | |
| 2 | The College continues to monitor and review its financial position. | | Owner | Alan Ritchie | Due Date | 31/07/2026 | Status Due |
| The Board reviewed and approved the 2025-26 Budget in June 2025. The College will continue to monitor and review its financial position. BRIC are receiving quarterly reports on the financial position against the 2025-26 budget including delivery risks. . | | | | | | | |
| 3 | Financial Sustainability Action Plan | | Owner | Alan Ritchie | Due Date | 31/07/2026 | Status Due |
| The College has developed a Financial Sustainability Action Plan which outlines a comprehensive set of actions across six key areas to ensure the College's long-term financial health. The plan will be monitored by the Chairs Committee along with the Board of Management. Regular updates will be provided and the 2025-26 forecast amended as necessary. | | | | | | | |
| 4 | Financial Forecast Return 2026 | | Owner | Liz Walker | Due Date | 31/07/2026 | Status Due |
| SFC 2026 Financial Forecast Return will be submitted and is currently subject to review by the College Executive. The College has met with the SFC to discuss the likely 2026-27 position and the longer term financial position of the College. No financial support is being offered to the College and it is expected to deal with the financial challenges it faces from its own resources. The College will continue to pursue support and improved funding through improved use of the data available to it. | | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|--|-------|----------|---------------------|--------|-------------|--------------------|
| 5 | Management Accounts to be provided to ELT and SLT monthly | | | | | | |
| | Management Accounts to be provided to ELT and SLT monthly during 2025-26 prior to presentation to PIFCo and Board for consideration. Management accounts will highlight KPI, risks to budget delivery and cash position. | | | | | | |
| 6 | New Finance System | | | | | | |
| | The College is investing in a new finance system which will further develop the online real time financial information made available to all budget holders. | | | | | | |
| 7 | Delivery of additional commercial income | | | | | | |
| | Discussions are ongoing with all teams regarding delivery of additional commercial income. | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|---------------|----------------|----------|---------------------|---|---|--|
| 2 | Data Security | Brad Johnstone | ↔ | PIFCo | Increased virtual working and deliberate targeting of the education sector. | Loss of key data, financial loss, students being unable to successfully progress on their learning journey and significant reputational damage. | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|----------------|--------|-------|
| Inherent | Almost certain | Major | 20 |
| Residual | Likely | Major | 16 |

Existing Controls

8 Robust system security **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

Robust system security including restricted access to hardware, secure passwords (16 character in line with industry best practice) and restrictions on system and hardware permissions to safeguard college data. Regular backup of data and safe custody. The College has implemented of Multi-Factor Authentication (MFA) for staff and students to improve the security and control for College ICT systems.

Comment

9 Experienced Digital Team **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

Experienced Digital Team in place with the required key skills, which are supplemented by specialist maintenance contracts or consultants when required. The Infrastructure Team regular monitors the servers supporting key data sources to ensure that they are appropriate for the information held.

Comment

10 Chief information Security Officer (CISO) **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

The College has engaged a Chief information Security Officer (CISO). The CISO was secured through a shared service role across the college and university sectors. The CISO shared service enables the College to access experienced and dedicated staff who work across the sector and who can utilise their knowledge and experiences from other organisations. This means the College benefits from cross-institutional learning and best practice and is not reliant on only one individual.

Comment

11 Regular reports on the work of the College's IT Team are presented to SLT **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

Regular reports on the work of the College's IT Team are presented to SLT. These reports provide information on the key activities undertaken by the Team for the period under consideration and outline the key tasks due to be undertaken in the coming quarter.

Comment

12 Finance and HR staff guidance

Owner

Brad Johnstone, Liz Walker

Effectiveness

Not audited

tableCell45

Finance and HR staff receive regular guidance on the risk of cyber security threats and cyber security attacks.

Comment

13 Structure of the IT Team

Owner

Brad Johnstone

Effectiveness

Not audited

tableCell45

A review of the structure of the IT team has been undertaken to ensure that sufficient and effective cyber security knowledge and resource is available to ensure College systems are secure. A revised structure including the appointment of a Cloud and Security Manager has been concluded and is operating as intended.

Comment

14 External and Internal Auditors

Owner

Alan Ritchie

Effectiveness

Not audited

tableCell45

The College has positively engaged with the recommendations made by both external and internal auditors following audit assignments. All recommendations are addressed as required. Rolling Audit Action Plan monitored by ARC

Comment

15 Managed Security Operations Centre (SOC)

Owner

Brad Johnstone

Effectiveness

Not audited

tableCell45

The College has implemented a Managed Security Operations Centre (SOC) through a partner to provide 24/7 monitoring and containment services. This service is tasked with stopping any activity that raises a concern and contacting the Director of Digital Infrastructure. It currently monitors the College's cloud, local network, including firewalls and devices.

Comment

Actions Linked to the Risk

8 Training on data security

Owner

Brad Johnstone

Due Date

31/07/2026

Status

Due

Training on data security to be provided to all staff on a regular basis including simulated phishing attacks.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|----|--|-------|----------|---------------------|--------|--|---------------------------|
| 9 | Cyber Incident Response Plan Completion of Cyber Incident Response Plan including development of incident playbooks and system criticality prioritisation. | Owner | | | | Brad Johnstone Due Date 30/04/2026 | Status Closed late |
| 10 | Internal audit of Cyber Incident Response Plan To undertake internal audit of Cyber Incident Response Plan along with carrying out desk top exercise to test the plan. | Owner | | | | Due Date 31/01/2026 | Status Closed late |
| 11 | To review impact and operating practices in relation to managed SOC service. To review impact and operating practices in relation to managed SOC service. To be reported to SLT and PIFCo regarding continuation of SOC service procurement. | Owner | | | | Brad Johnstone Due Date 31/07/2026 | Status Due |
| 47 | Penetration Testing To carry out two cybersecurity penetration tests during 2025-26 | Owner | | | | Brad Johnstone Due Date 31/07/2026 | Status Due |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|----------------|----------------|----------|---------------------|---|---|--|
| 3 | Job Evaluation | David Davidson | ↔ | PIFCo | Significant and ongoing delays on the national job evaluation project with no clear plan or timescales and no tangible outcomes available to date Deteriorating local employee relations | (i) Industrial action (ii) A destabilisation of the College's current pay and grading structures (iii) The potential for financial impacts arising from equal pay claims, (iv) the College required to absorb the management, risk and delivery of a local job evaluation project out with the scope of the national project (v) disputes lodged against the College arising from pursuing a local process (vi) Reputational damage to the College. | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|------------|--------------|-------|
| Inherent | Likely | Catastrophic | 20 |
| Residual | Likely | Catastrophic | 20 |

Existing Controls

16 Strategic HR Group **Owner** David Davidson **Effectiveness** Not audited tableCell45

Through College Employers Scotland (CES), the College contributes to the decision making process in relation to the ongoing development of the national job evaluation project. The Vice Principal , People, Performance and Transformation and the Strategic People Partner are members of the Strategic HR Group.

Comment

17 National Job Evaluation Project **Owner** David Davidson, Alan Ritchie **Effectiveness** Not audited tableCell45

The national job evaluation project is supported through CES governance arrangements.

Comment

18 Updates Professional Services staff **Owner** David Davidson **Effectiveness** Not audited tableCell45

The College updates Professional Services staff as appropriate on progress in relation to the job evaluation project.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|--|-------|----------|------------------------------|---------------|-------------|--------------------|
| Comment | | | | | | | |
| 19 | Engagement with the full time officers of Unison FE Branch through engagement in the LNJCC | Owner | | David Davidson, Alan Ritchie | Effectiveness | Not audited | tableCell45 |
| The College is having positive engagement with the full time officers of Unison FE Branch through engagement in the LNJCC. | | | | | | | |
| Comment | | | | | | | |
| 20 | Benchmarking | Owner | | David Davidson | Effectiveness | Not audited | tableCell45 |
| The integrity of the current Professional Services staff pay and grading structure is maintained through benchmarking to safeguard against future equal pay grievances. | | | | | | | |
| Comment | | | | | | | |
| 21 | Register of New Job Roles | Owner | | David Davidson | Effectiveness | Not audited | tableCell45 |
| The College maintains a register of new job roles or roles which have evolved since September 2018. Combined with existing records will allow the College to assess likely cost of a job evaluation scheme delivered nationally or locally. | | | | | | | |
| Comment | | | | | | | |

Actions Linked to the Risk

| | | | | | | | | |
|---|---|-------|--|------------------------------|----------|------------|--------|-----|
| 12 | Key partners and stakeholders continue to be kept up to date with the ongoing developments. | Owner | | David Davidson | Due Date | 31/07/2026 | Status | Due |
| Key partners and stakeholders continue to be kept up to date with the ongoing developments. | | | | | | | | |
| 13 | College's financial position (and risk score) will be reviewed and revised | Owner | | Alan Ritchie | Due Date | 31/07/2026 | Status | Due |
| The College's financial position (and risk score) will be reviewed and revised following any settlement of the nationally agreed pay award and as part of the College's 2025-26 budget review process. Until the job evaluation process is agreed this risk score will continue to remain out with the Board's risk appetite. | | | | | | | | |
| 14 | College will continue to seek involvement in discussions with SFC and Scottish Government | Owner | | David Davidson, Alan Ritchie | Due Date | 31/07/2026 | Status | Due |
| The College will continue to seek involvement in discussions with SFC and Scottish Government in relation to future support towards the implementation of future job evaluation schemes. | | | | | | | | |
| 15 | High level job evaluation scoring and pay modelling exercise | Owner | | David Davidson | Due Date | 31/07/2026 | Status | Due |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

The College is looking to undertake a high level job evaluation scoring and pay modelling exercise to establish the overall exposure to potential equal pay claims. As the national process runs on without an end in sight the exposure faced by the College to equal pay claims increases.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|----------------|------------|----------|---------------------|---|---|--|
| 4 | Climate Change | Angela Cox | ↔ | LTQCo, PIFCo | Lack of internal capacity, access to wider government funding or a lack of sectoral strategic focus | College not able to meet its environmental responsibilities | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|----------------|--------|-------|
| Inherent | Almost certain | Major | 20 |
| Residual | Possible | Major | 12 |

Existing Controls

22 Sustainability Framework **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The College has an approved Sustainability Framework. The Framework sets realistic targets which are in line with the Scottish Government's target for emission reduction.

Comment

23 Social, Economic, Environmental and Sustainability Group **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The College's Social, Economic, Environmental and Sustainability Group has now been established and fully embedded, providing a strong platform to address the College's climate challenges. The remit and composition of the underpinning governance model are now in place and operating effectively. As part of the Group's work, actions have been identified and are being delivered in line with the Further Education Climate Change Roadmap.

Comment

24 Energy Management and IoT Systems **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The College monitors its sustainability impact through its energy management and IoT systems, which enable regular monitoring of energy use and performance. In addition, the College completes and submits the annual Public Bodies Climate Change Duties (PBCCD) return. An update report is provided to PIFCo on a regular basis as part of the Estates Update.

Comment

25 Sustainability Initiatives **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The College will look to build upon the sustainability initiatives already in place (the hydro scheme in the River Ayr, solar panels across its campuses and a biomass boiler in the Kilmarnock campus.) The funding of these initiatives is a critical factor and it is hoped that the soon to be published SFC Infrastructure Strategy will assist in this process.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|--|--|-------|----------|---------------------|---------------|-------------|--------------------|
| Comment | | | | | | | |
| 26 | Business Continuity Plan (BCP) | | Owner | Alan Ritchie | Effectiveness | Not audited | tableCell45 |
| <p>The College has an established Business Continuity Plan (BCP) in place, which is regularly reviewed. The plan supports the management of climate-related risks by ensuring the College can maintain critical operations and services during periods of disruption arising from extreme weather events, energy supply issues, or other environmental impacts. This enhances the College's overall resilience and contributes to the achievement of its sustainability and climate change objectives.</p> | | | | | | | |
| Comment | | | | | | | |
| 27 | Awareness of Sustainability among Staff and Students | | Owner | Alan Ritchie | Effectiveness | Not audited | tableCell45 |
| <p>The College raises awareness of sustainability among staff and students through communications, training, and engagement activities, embedding sustainability principles within the curriculum and wider College culture to promote environmental responsibility and support progress toward climate targets.</p> | | | | | | | |
| Comment | | | | | | | |
| 28 | Local Authority Priorities | | Owner | Alan Ritchie | Effectiveness | Not audited | tableCell45 |
| <p>The College regularly reviews and realigns its sustainability timelines and initiatives to ensure consistency with local authority priorities, regulatory guidance, and sectoral best practice, supporting compliance and effective delivery of climate targets.</p> | | | | | | | |
| Comment | | | | | | | |
| Actions Linked to the Risk | | | | | | | |
| 16 | Maintaining the SEES Group | | Owner | Alan Ritchie | Due Date | 31/07/2026 | Status Due |
| <p>The College will strengthen governance and oversight by maintaining the SEES Group, which has a clear remit, defined responsibilities, and established reporting lines to the senior management team and the Board.</p> | | | | | | | |
| 17 | Refresh the Sustainability Framework | | Owner | Alan Ritchie | Due Date | 31/12/2025 | Status Closed late |
| <p>The College requires to refresh its Sustainability Framework in line with the College Climate Change Road Map. It is anticipated that this will be taken forward by a sub group of the overarching SEES Group.</p> | | | | | | | |
| 18 | Submit 2024-25 public sector climate change report | | Owner | Alan Ritchie | Due Date | 30/11/2025 | Status Closed late |
| <p>College to submit annual public sector climate change report by end of November 2025</p> | | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|----|--|-------|----------|---------------------|--------|--------------|--|
| 19 | Reporting to both Board and wider staff The College will develop reporting to both Board and wider staff on the impact that the College has on the environment. | Owner | | | | Alan Ritchie | Due Date 31/07/2026 Status Due |
| 20 | Potential opportunities to improve the overall sustainability College to engage with external partners to identify potential opportunities to improve the overall sustainability of the College. | Owner | | | | Alan Ritchie | Due Date 31/07/2026 Status Due |
| 21 | Embed sustainability principles within the curriculum and College culture The College will engage staff and students through awareness campaigns, training, and communications that embed sustainability principles within the curriculum and College culture, while actively promoting participation in initiatives to encourage behaviour change and progress toward environmental targets. | Owner | | | | Alan Ritchie | Due Date 30/06/2026 Status Due |
| 22 | External funding streams The College will actively identify and apply for government, SFC, and other external funding streams to support energy efficiency, decarbonisation, and wider sustainability projects. | Owner | | | | Alan Ritchie | Due Date 31/07/2026 Status Due |
| 23 | Business Continuity Plan The College will maintain and regularly review the Business Continuity Plan to ensure that critical services and operations can continue effectively during climate-related or environmental disruptions. | Owner | | | | Alan Ritchie | Due Date 30/06/2026 Status Due |
| 50 | Submit 2025-26 public sector climate change report College to submit annual public sector climate change report by end of November 2025 | Owner | | | | Alan Ritchie | Due Date 30/11/2026 Status Due |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------------------|----------|----------|---------------------|--|--|--|
| 5 | Curriculum Offer | Sara Rae | ↔ | LTQCo | Reduced engagement / communication, insufficient planning, impact of changes to HE institutions admission policy and real term reduction in SFC funding. | College failing to deliver a portfolio that is relevant, flexible and responsive to employer and industry needs. | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|----------------|--------|-------|
| Inherent | Almost certain | Major | 20 |
| Residual | Possible | Major | 12 |

Existing Controls

29 Strategic Curriculum Planning **Owner** Sara Rae **Effectiveness** Not audited tableCell45

Annual, evidence-based review aligning curriculum to LMI, economic growth plans, and national skills priorities. The CDP process takes account of past and projected trends including changing demographics, skills demand, increased retention by schools of senior phases pupils and student choice.

Comment

30 Regional Skills Intelligence **Owner** Sara Rae **Effectiveness** Not audited tableCell45

Ongoing development of the Ayrshire Regional Skills Insight Report informed by SDS, Regional and National Strategies, Local Authorities, and industry data.

Comment

31 Employer Engagement Strategy **Owner** Sara Rae **Effectiveness** Not audited tableCell45

Development of Employer and Industry Advisory Boards to ensure active employer advisory structures across curriculum areas with knowledge exchange and regular feedback mechanisms to inform the skills and training offer.

Comment

32 Curriculum Governance **Owner** Sara Rae **Effectiveness** Not audited tableCell45

Regular Board/SLT reporting on curriculum relevance, skills alignment metrics, and employer engagement performance.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|--|-----------------------------|-------|----------|---------------------|---------------|-------------|--------------------|
| Comment | | | | | | | |
| 33 | Partnership Working | Owner | | Sara Rae | Effectiveness | Not audited | tableCell45 |
| Strategic collaboration with HEIs, Local Authorities, and Skills and Enterprise agencies via the Ayrshire Skills Group to align provision and respond to HE policy shifts. | | | | | | | |
| Comment | | | | | | | |
| 34 | Financial Scenario Planning | Owner | | Liz Walker | Effectiveness | Not audited | tableCell45 |
| Integration of curriculum cost and income modelling to anticipate SFC funding and recruitment impacts. | | | | | | | |
| Comment | | | | | | | |
| 35 | Marketing and Communication | Owner | | Sara Rae | Effectiveness | Not audited | tableCell45 |
| Integrated Marketing and Curriculum Planning to ensure promotion aligns with regional skills priorities and future workforce needs with campaigns designed around key growth sectors. Internal Communication Alignment- structured communication channels between Marketing, Curriculum Heads, and Employer Engagement teams to ensure consistent messaging and awareness of new or changing provision. Website reflecting College Brand and positioning as a Skills Led Region and Partner of Choice. | | | | | | | |
| Comment | | | | | | | |

Actions Linked to the Risk

| | | | | | | | | |
|--|--|-------|--|------------------|----------|------------|--------|-------------|
| 24 | Update the 2026-27 portfolio offering | Owner | | Sara Rae | Due Date | 31/01/2026 | Status | Closed late |
| The College will review and update the 2026-27 portfolio offering. | | | | | | | | |
| 25 | Review of pricing strategies | Owner | | Alan Ritchie | Due Date | 31/01/2026 | Status | Closed late |
| The College will review its pricing strategies for both tuition fees and alternative income to ensure income streams are maximised and attractive to potential students | | | | | | | | |
| 26 | Stakeholder Engagement Plan to be undertaken | Owner | | Alistair Rodgers | Due Date | 31/07/2026 | Status | Due |
| As part of the College Employer Engagement Strategy a Stakeholder Engagement Plan to be undertaken to ensure training needs of the Regional workforce are being met | | | | | | | | |
| 27 | Review the adoption of new technologies | Owner | | Doreen Wales | Due Date | 31/07/2026 | Status | Due |
| The College will continue to review the adoption of new technologies and pedagogies to enhance learning and teaching to ensure delivery is relevant, agile and flexible. | | | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | | | Treatment Strategy | |
|----|--|-------|----------|---------------------|--------|-------------|----------|------------|--------------------|-----|
| 28 | Improved use of data Improved use of data to review applicant conversion, student feedback and destination trends in student recruitment. | Owner | | | | Sara Rae | Due Date | 31/07/2026 | Status | Due |
| 29 | Staff briefings on curriculum strategy Staff briefings on curriculum strategy and skills priorities to maintain internal alignment. | Owner | | | | Sara Rae | Due Date | 31/07/2026 | Status | Due |
| 30 | Skills and External Partnership Group Establishment of an Ayrshire College Skills and External Partnership Group | Owner | | | | Sara Rae | Due Date | 31/07/2026 | Status | Due |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------------------------------------|----------------|----------|---------------------|---|--|--|
| 6 | Recruitment and Retention of Staff | David Davidson | ↔ | LTQCo, PIFCo | Limitations of national bargaining, specifically the inability to offer competitive salaries. | Gaps in the delivery of some College services. | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|------------|--------|-------|
| Inherent | Likely | Major | 16 |
| Residual | Possible | Major | 12 |

Existing Controls

36 NRPA **Owner** David Davidson **Effectiveness** Not audited tableCell45

The College is a signatory to the NRPA, which is the mechanism for negotiating salaries for lecturers and support staff across the Sector.

Comment

37 Staff Voice Group **Owner** Gillian Brown **Effectiveness** Not audited tableCell45

The College has established a Staff Voice Group to help inform our future strategic decision-making. The group meets monthly to discuss a variety of topics, and feedback is provided to the SLT.

Comment

38 Arrangements in Place to Support Recruitment and Selection **Owner** David Davidson **Effectiveness** Not audited tableCell45

The College has robust arrangements in place to support recruitment and selection, including an interactive, online process. Job descriptions and person specifications are reviewed and updated regularly to ensure that roles are current and attractive to prospective applicants.

Comment

39 Vacancies are Promoted and Advertised **Owner** David Davidson **Effectiveness** Not audited tableCell45

College vacancies are promoted and advertised across a range of media and networks. Support from external agencies is sourced, as necessary and appropriate, in accordance with APUC processes.

Comment

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|--|--|-------|----------|---------------------|---------------|-------------|--------------------|
| 40 | CPD and Staff Development | | Owner | David Davidson | Effectiveness | Not audited | tableCell45 |
| <p>Programmes of CPD and staff development opportunities are delivered on an ongoing basis, to equip staff with current and future skills.</p> <p>Comment</p> | | | | | | | |
| 41 | National Bargaining Process | | Owner | David Davidson | Effectiveness | Not audited | tableCell45 |
| <p>Members of the College's Executive Team are involved in the national bargaining process involving college employers and the trade unions. The College contributes to negotiating strategies through the College Employers Association (CES).</p> <p>Comment</p> | | | | | | | |
| 42 | Applications Received for Advertised Posts are Monitored | | Owner | Gillian Brown | Effectiveness | Not audited | tableCell45 |
| <p>The number of applications received for advertised posts are monitored to ensure that vacancies are attracting a suitable level and quality of applicants. The College shares vacancies with external partners to ensure wide circulation of vacancies.</p> <p>Comment</p> | | | | | | | |
| 43 | Social Media Campaigns | | Owner | Gillian Brown | Effectiveness | Not audited | tableCell45 |
| <p>Detailed social media campaigns are developed for posts which are identified as difficult to recruit. The College works with advertising agencies to support promotion of vacancies across suitable networks.</p> <p>Comment</p> | | | | | | | |
| 44 | College Transformation Project | | Owner | David Davidson | Effectiveness | Not audited | tableCell45 |
| <p>A College transformation project has been established to consider current and future workforce skills requirements and deliver the necessary CPD programmes.</p> <p>Comment</p> | | | | | | | |
| 45 | liP Gold and liP Wellbeing | | Owner | David Davidson | Effectiveness | Not audited | tableCell45 |
| <p>The College continues to build on its recent liP Gold and liP Wellbeing successes through addressing the areas where further improvements can be made.</p> <p>Comment</p> | | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|--|-----------------------------------|-------|----------|---------------------|---------------|-------------|--------------------|
| 46 | Benefits and Terms and Conditions | | Owner | Gillian Brown | Effectiveness | Not audited | tableCell45 |
| <p>The College continues to promote the range of benefits and terms and conditions available to staff.</p> <p>Comment</p> | | | | | | | |

Actions Linked to the Risk

| | | | | | | | | | | |
|---|--|--|--|--|-------|----------------|----------|------------|--------|-----|
| 31 | Innovative approaches to secure the necessary talent | | | | Owner | David Davidson | Due Date | 31/07/2026 | Status | Due |
| <p>The Senior Leadership Team continues to explore innovative approaches to secure the necessary talent to sustain the delivery of learning and teaching and professional services.</p> | | | | | | | | | | |
| 32 | Staff benefits | | | | Owner | David Davidson | Due Date | 31/07/2026 | Status | Due |
| <p>The College is exploring staff benefits to support retention and recruitment.</p> | | | | | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

| | | | | | | | |
|---|--------------|--------------|---|-------|---|---|---|
| 7 | AI Framework | Alan Ritchie | ↔ | PIFCo | A knowledge gap and a misalignment to the College strategic objectives. | The various parties involved in AI governance, implementation and management will have misunderstandings, resulting in ineffective decision making and risk management. | Reduce risk consequences, Reduce risk likelihood |
|---|--------------|--------------|---|-------|---|---|---|

| | Likelihood | Impact | Score |
|----------|------------|--------|-------|
| Inherent | Likely | Major | 16 |
| Residual | Possible | Major | 12 |

Existing Controls

47 Digital Governance and Transformation Group **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

The College has established a Digital Governance and Transformation Group which is chaired by the Director of Digital Infrastructure. The DGTG has a sub group which will review the potential impacts and opportunities presented by AI. The review will include defining College roles and responsibilities for AI oversight.

Comment

48 Alignment with Relevant Laws and Regulatory Compliance **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

The College has a history of alignment with relevant laws and regulatory compliance through conducting regular legal reviews and impact assessments.

Comment

49 Risk Management Policy and Procedure **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The Risk Management Policy and Procedure is now well developed allowing the College to identify any emerging AI risks and assess their impacts. Consideration will be given to the development of specific AI risk register if it is felt to be appropriate and proportionate.

Comment

50 Procurement Practices **Owner** Brad Johnstone **Effectiveness** Not audited tableCell45

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

Procurement practices in the College are considered to be robust which will allow the College to vet AI vendors and partners for compliance with College standards. Consideration to be given to including AI-specific clauses in contracts and SLAs.

Comment

| | | | | | | | |
|----|-------------------|-------|--|----------|---------------|-------------|-------------|
| 51 | Ethical use of AI | Owner | | Sara Rae | Effectiveness | Not audited | tableCell45 |
|----|-------------------|-------|--|----------|---------------|-------------|-------------|

Students are being taught about ethical use of AI via LRC workshops.

Comment

| | | | | | | | |
|----|--|-------|--|----------|---------------|-------------|-------------|
| 52 | AI via TeacherMatic to develop online learning content | Owner | | Sara Rae | Effectiveness | Not audited | tableCell45 |
|----|--|-------|--|----------|---------------|-------------|-------------|

Lecturers are using AI via TeacherMatic to develop online learning content. This both demonstrates the efficiencies that can be achieved but in parallel also digitally upskilling them in a more restricted environment so as to reduce the risk of any data breaches and become more familiar with what AI and what it can do.

Comment

Actions Linked to the Risk

| | | | | | | | | |
|----|--------------|-------|--|----------------|----------|------------|--------|-----|
| 33 | AI Framework | Owner | | Brad Johnstone | Due Date | 31/12/2026 | Status | Due |
|----|--------------|-------|--|----------------|----------|------------|--------|-----|

The College will develop a clear AI framework that is aligned with the College strategic ambition and includes use cases, risk appetite, investment plans and success metrics.

| | | | | | | | | |
|----|---------------|-------|--|--------------|----------|------------|--------|-----|
| 34 | Policy for AI | Owner | | Alan Ritchie | Due Date | 31/07/2026 | Status | Due |
|----|---------------|-------|--|--------------|----------|------------|--------|-----|

The College will create a Policy for AI development, procurement, deployment and monitoring to include ethical guidelines, fairness, transparency and accountability.

| | | | | | | | | |
|----|---|-------|--|----------------|----------|------------|--------|-----|
| 35 | Training and awareness raising sessions | Owner | | David Davidson | Due Date | 31/07/2026 | Status | Due |
|----|---|-------|--|----------------|----------|------------|--------|-----|

Training and awareness raising sessions will be provided leadership and staff on AI risks, ethics, and governance. The College will look to promote a culture of responsible AI use.

| | | | | | | | | |
|----|--|-------|--|--|----------|------------|--------|-----|
| 36 | Monitor and respond to any incident involving AI | Owner | | | Due Date | 31/07/2026 | Status | Due |
|----|--|-------|--|--|----------|------------|--------|-----|

The College will continue to monitor and respond to any incident involving AI. On going monitoring will look for any impacts in performance and data anomalies.

| | | | | | | | | |
|----|------------------------|-------|--|----------------|----------|------------|--------|-----|
| 37 | Secure data governance | Owner | | Brad Johnstone | Due Date | 31/12/2026 | Status | Due |
|----|------------------------|-------|--|----------------|----------|------------|--------|-----|

The College will ensure high-quality, representative and secure data governance through the development of a data management framework which will apply data minimization and anonymization where appropriate.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|----|---|----------------|----------|---------------------|--------|-----------------|--------------------|
| 38 | Guidelines for both creative and organisational / business process use of AI | | | | | | |
| | <p>The need for DGTG and the AI sub group to set guidelines for both creative and organisational / business process use of AI. The importance of staff guidelines that encourage creative exploration while reinforcing boundaries (e.g., no student personal data in AI tools, no automated scoring).</p> <p>Encouraging AI use for lesson planning, content creation, and resource development, with best practice sharing. The need for coordinated, carefully selected AI transformation projects to improve AI maturity and ROI.</p> | | | | | | |
| | | Owner | | | | Due Date | Status |
| | | Brad Johnstone | | | | 31/07/2026 | Due |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|--------------------|----------------|----------|---------------------|--|--|--|
| 8 | People and Culture | David Davidson | ↔ | LTQCo, PIFCo | Organisational review activity to address the financial sustainability challenges. | A deterioration in positive local employee relations and culture across the College. An increase in staff dissatisfaction which will impact negatively on staff moral and wellbeing and a reduction in engagement by staff to the detriment of the College students. | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|------------|----------|-------|
| Inherent | Likely | Major | 16 |
| Residual | Possible | Moderate | 9 |

Existing Controls

53 Staff, Stakeholders and Partners Updated Regularly **Owner** David Davidson **Effectiveness** Not audited tableCell45

Staff, stakeholders and partners updated regularly on key College issues including separate events with community partners and local employers.

Comment

54 Signatory to the NRPA **Owner** David Davidson **Effectiveness** Not audited tableCell45

The College is a signatory to the NRPA and participates fully in the meetings of CES and supports the national negotiating machinery. The College meets regularly with EIS-FELA and Unison to maintain positive local employee relations. Regular communication takes place with staff using a range of methods e.g. staff open forums, newsletters, all staff updates.

Comment

55 Procedures for Strike Action **Owner** David Davidson **Effectiveness** Not audited tableCell45

Robust procedures have been developed to support the College to function effectively during periods of strike action. These procedures are reviewed annually to ensure that they remain up to date.

Comment

56 Forums for the College Leadership Team **Owner** David Davidson **Effectiveness** Not audited tableCell45

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

The College has established forums for its College Leadership Team, Heads/Managers of Departments and Curriculum Quality Manager . These forums are used to share ideas and good practice across curriculum and professional service areas. It can also be used so that others learn from the experiences of areas where initiatives were not as successful as originally envisioned.

Comment

| | | | | | | |
|----|--------------------------------------|-------|----------------|---------------|-------------|-------------|
| 57 | Working with liP on an Ongoing Basis | Owner | David Davidson | Effectiveness | Not audited | tableCell45 |
|----|--------------------------------------|-------|----------------|---------------|-------------|-------------|

Ayrshire College was awarded Investors in People (liP) Gold and liP Wellbeing accreditation. The report provided areas of good practice and recommendations to support future improvements. The College works with liP on an ongoing basis.

Comment

| | | | | | | |
|----|---|-------|----------------|---------------|-------------|-------------|
| 58 | Programme of Staff Transformational Change Projects | Owner | David Davidson | Effectiveness | Not audited | tableCell45 |
|----|---|-------|----------------|---------------|-------------|-------------|

The College launched a programme of staff transformational change projects. The staff development project involves several workstreams to development the internal College talent pool and to reinforce behaviours in the workplace. This has resulted in the implementation of Evolve leadership and development programme for all managers, Great Conversations and Knowledge Skills and Behaviour Framework for lecturing staff. This is all supported with the launch of the new Learning Management System, Elevate.

Comment

Actions Linked to the Risk

| | | | | | | | |
|----|--|-------|---------------|----------|------------|--------|-----|
| 39 | Evolve Leadership and Management Development Programme | Owner | Gillian Brown | Due Date | 31/07/2026 | Status | Due |
|----|--|-------|---------------|----------|------------|--------|-----|

Continued delivery of Evolve Leadership and Management Development Programme through embedded learning in everyday practices.

| | | | | | | | |
|----|------------------|-------|----------------|----------|------------|--------|-----|
| 40 | The Ayrshire Way | Owner | David Davidson | Due Date | 31/07/2026 | Status | Due |
|----|------------------|-------|----------------|----------|------------|--------|-----|

Continue to develop The Ayrshire Way and embed 3C Time across the College in 2025/26 to share best practice and support innovation and continuous improvement. A report on progress made to be presented to SLT, along with recommendations for changes to the model of delivery.

| | | | | | | | |
|----|---|-------|---------------|----------|------------|--------|-----|
| 41 | Plan for liP Recommendations Implementation | Owner | Gillian Brown | Due Date | 31/07/2026 | Status | Due |
|----|---|-------|---------------|----------|------------|--------|-----|

Develop an appropriate action plan to address the recommendations set out within the liP People and Wellbeing Reports.

| | | | | | | | |
|----|---|-------|---------------|----------|------------|--------|-----|
| 48 | Report to PIFCo on Implementation of liP Plan | Owner | Gillian Brown | Due Date | 31/07/2026 | Status | Due |
|----|---|-------|---------------|----------|------------|--------|-----|

To provide an update report to PIFCo / LTQC on the progress made in implementing the liP recommendations including any further actions requiring to be taken.

| | | | | | | | |
|----|---|-------|---------------|----------|------------|--------|-----|
| 49 | Refresh the Aspire Management Programme | Owner | Gillian Brown | Due Date | 31/07/2026 | Status | Due |
|----|---|-------|---------------|----------|------------|--------|-----|

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|---|-------|----------|---------------------|--------|-------------|--------------------|
| | Refresh the Aspire Management Programme to develop leaders to meet future College objectives. | | | | | | |

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|-------------------------------------|--------------|----------|---------------------|---|--|---|
| 9 | Investing in College Infrastructure | Alan Ritchie | ↔ | PIFCo | SFC capital funding allocations and capital funding restrictions. | Failure to develop and maintain an inspirational college experience through an integrated and high-quality infrastructure. | Reduce risk consequences, Reduce risk likelihood |

| | Likelihood | Impact | Score |
|----------|------------|--------------|-------|
| Inherent | Possible | Catastrophic | 15 |
| Residual | Possible | Moderate | 9 |

Existing Controls

59 College Infrastructure Strategy **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The People, Infrastructure and Finance Committee receives two reports a year on the College's progress in facilities and digital infrastructure. An annual update is provided to the Committee on the progress made towards achieving the Infrastructure Strategy objectives, which includes any funding opportunities or challenges.

Comment

60 SFC Update and Communication **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The College maintains regular contact with the SFC regarding its future estate plans. This will ensure that the SFC is fully aware of the College campuses' longer-term plans. A further update will be provided to the SFC upon completion of the ASTAC outline business case and the SFC baseline infrastructure investment plan process.

Comment

61 Annual Capital Projects Programme **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

The College's Senior Leadership Team prepare an annual capital projects programme based on an agreed set of criteria. This plan is then agreed by the SLT with several projects being agreed and others requiring further work to finalise the project cost/outcomes. The plan is then reported to SLT on a quarterly basis allowing for any amendments to be made.

Comment

62 Capital Projects Thresholds Applied **Owner** Alan Ritchie **Effectiveness** Not audited tableCell45

In line with the Financial Regulations, all projects over £250k are reported to PIFCo. This reporting will include a Post Occupancy Evaluation Report when the expenditure exceeds £1m. This ensures that all major projects are subject to Committee oversight.

| # | Risk | Owner | Movement | Oversight Committee | Causes | Consequence | Treatment Strategy |
|---|------|-------|----------|---------------------|--------|-------------|--------------------|
|---|------|-------|----------|---------------------|--------|-------------|--------------------|

Comment

| | | | | | | | |
|----|-------------------------------|-------|--|--------------|---------------|-------------|-------------|
| 63 | Opportunities for Investment. | Owner | | Alan Ritchie | Effectiveness | Not audited | tableCell45 |
|----|-------------------------------|-------|--|--------------|---------------|-------------|-------------|

The College will proactively seek investment opportunities from sponsors and stakeholders, including the Ayrshire Growth Deal. This will ensure that the SFC Estate Maintenance funding can be targeted to maintain learning and teaching standards across the College. In April 2026, the College applied for Salix funding to support the installation of solar panels and a new building management system.

Comment

| | | | | | | | |
|----|---|-------|--|----------|---------------|-------------|-------------|
| 65 | Curriculum Development Planning Process | Owner | | Sara Rae | Effectiveness | Not audited | tableCell45 |
|----|---|-------|--|----------|---------------|-------------|-------------|

The College has a well defined Curriculum Development Planning process in place which identifies any estate / IT requirements. These requirements are incorporated into the annual capital plan as appropriate.

Comment

Actions Linked to the Risk

| | | | | | | | | |
|----|--|-------|--|----------|----------|------------|--------|--------------|
| 42 | 2026-27 Curriculum Development Plan Output | Owner | | Sara Rae | Due Date | 31/07/2026 | Status | Closed early |
|----|--|-------|--|----------|----------|------------|--------|--------------|

The output from the 2026-27 CDP exercise needs to be reviewed, and an initial assessment of both estate and digital needs established. The output will be used as the basis for the 2026-27 Capital Projects Plan.

| | | | | | | | | |
|----|---|-------|--|--------------|----------|------------|--------|-----|
| 43 | Partnering with property management and development companies | Owner | | Alan Ritchie | Due Date | 31/07/2026 | Status | Due |
|----|---|-------|--|--------------|----------|------------|--------|-----|

To investigate the benefits of partnering with property management and development companies using APUC or other framework agreements. This will allow the development of long term relationships and a fuller understanding of College operations.

| | | | | | | | | |
|----|---|-------|--|--------------|----------|------------|--------|-----|
| 44 | Regular Reporting to the Committee / Board on significant estate-related matters. | Owner | | Alan Ritchie | Due Date | 31/07/2026 | Status | Due |
|----|---|-------|--|--------------|----------|------------|--------|-----|

To provide at least 2 Facilities Update Reports to PIFCo each year, highlighting the progress made across campuses, projects and sustainability matters.

Title of Meeting: Board of Management

Date: 18 June 2026

Title: Committee Chair's Report - Learning Teaching and Quality Committee Meeting, 28 May 2026.

Purpose: To Inform, update, and alert the Board to any areas of escalation raised at Board Committee level.

Recommendation: The Board is asked to receive and note the report and review any areas escalated by the Committee to the Board.

1. Executive Summary

To provide the Board with a summary of significant items considered by the Learning Teaching and Quality Committee (LTQC) meeting in advance of the approved minutes being submitted to the Board in October 2026.

The LTQC Chair requests the Board to note:

- The positive 2025-26 Student Satisfaction & Engagement Survey results.
- The volume and breadth of positive activity within Student Services.
- The professionalism and hard work of the Student Association and the outgoing Student President who has prepared detailed handover information for the incoming Student President and Vice Presidents.

2. Strategic Objectives

This paper supports our Strategic Ambition through helping fulfil our strategic objectives to deliver outstanding experiences, to be the partner of choice and to play a key role in enabling the future. This is demonstrated by the progress reports and further planned actions detailed, along with the agenda items as described within this quarterly update report.

Associated Risks

3. There is a risk that the Committee could fail to demonstrate that it was fulfilling the requirements of its Terms of Reference by not updating the Board of Management, resulting in a failure to evidence compliance with governing legislation and regulation, and the Board's governance requirements.

4. Equality and Diversity Impact Assessment

An impact assessment is not applicable given the subject of this paper

5. Publication

This paper will be published on the College website.

6. Background

A meeting of the Learning Teaching and Quality Committee Meeting took place on 28 May 2026.

7. Current Situation

The Committee considered, noted, or approved the following:

Learning & Teaching Academy Update

Members were updated on developments and planned actions from representatives the Learning & Teaching Academy.

Student Experience Update

Members received a very informative presentation on the full range of services, with highlights of relevant developments and successes.

Student Association Report Q4

Main activities were highlighted from the report, with verbal updates on activities since the report submission.

2025-26 SFC Student Satisfaction and Engagement Survey

Members noted the positive results, with increases in responses rates plus in student satisfaction levels.

Modern Apprenticeship Education Scotland Review Action Plan

Members discussed and approved the draft action plan, and look forward to receiving regular updates.

Tertiary Quality Enhancement Framework

Members received a very comprehensive overview of the Tertiary Quality Enhancement Framework (TQEF).

Performance Dashboard

The Committee received an update and overview of performance information.

2025-26 Committee Evaluation

Members discussed and agreed the proposed self-evaluation process and approved the use of the self-evaluation questionnaire for the 2025-26 LTQC evaluation.

Student Support Funds Update

The Committee were updated on the utilisation, demand, and operational performance of the College's student support funding streams for the 2025–26 academic year to date. The data indicated strong progress toward full utilisation of available funds, stable application demand across several key areas, and continued operational improvements in processing and systems development.

Employer Engagement and Innovation Report

The Committee were advised on the overall updated position for the Employer Engagement & Innovation Department. The Committee welcomed the positive

report and noted the report as presented.

Strategic Risk and Opportunities Register

The Committee approved the Strategic Risk & Opportunities Register for submission to the Board of Management.

8. Proposal

The Board is asked to receive and note the report and review any areas escalated by the Committee to the Board.

9. Resource Implications

No further resource implications require to be noted.

10. Consultation

LTQC Chair, LTQC Vice Chair and Board Governance Adviser.

11. Conclusion

The full Learning Teaching and Quality Committee meeting minutes will be brought to the next Board of Management meeting for information following their approval at the next Learning Teaching and Quality Committee meeting.

Alison Sutherland
Chair, Learning Teaching and Quality Committee
18 June 2026

Title of Meeting: Board of Management

Date: 18 June 2026

Title: Committee Chair's Report – PIFCo Meeting 11 June 2026.

Purpose: To inform, update and alert the Board of Management to any areas of escalation raised at Board Committee level.

Recommendation: The Board is asked to receive and note the report and consider any areas escalated by the Committee.

1. Executive Summary

This report provides the Board of Management with a summary of the significant items considered by the People, Infrastructure and Finance Committee (PIFCo) at its meeting on 11 June 2026, in advance of the approved minutes being submitted to the October Board meeting.

The Chair requests the Board to note:

- The volume of transformation, cultural shift and meaningful progress against the People Strategy, along with the informative equality and diversity data insights and ongoing interventions.
- The positive internal audit reports on Financial Regulations and Compliance, and Non-SFC Income.

2. Strategic Objectives

This paper supports our Strategic Ambition through helping fulfil our strategic objectives to deliver outstanding experiences, to be the partner of choice and to play a key role in enabling the future. This is demonstrated by the further planned actions, monitoring and reporting detailed, along with the agenda items as described within this quarterly report.

3. Associated Risks

There is a risk that the Committee could fail to demonstrate fulfilment of the requirements of its Terms of Reference if it does not update the Board of Management, resulting in a failure to evidence compliance with governing legislation and regulation, and the Board's governance requirements.

4. Equality and Diversity Impact Assessment

An impact assessment is not applicable given the subject of this paper.

5. Publication

This paper will be published on the College website.

1. Background

The People, Infrastructure and Finance Committee Meeting took place on 11 June 2026.

2. Current Situation

The Committee considered, noted or approved the following:

- **People Strategy Annual Report**

The Committee received an update on, and noted progress against, the College's People Strategy 2024-2027 and the impact of strategic initiatives to date, including a BRAG-rated update on delivery of the individual People Strategy objectives.

- **Mainstreaming Equality & Diversity Data Insights Report**

The Committee received an analysis of the College's student and staff equality and diversity data, together with progress to date and planned actions. The Committee noted the contents of the report and supported the actions set out.

- **Committee Self-Evaluation Process**

The Committee noted the requirement for annual self-evaluation as part of good governance practice, approved the proposed self-evaluation process, and approved the questionnaire for the 2025-26 Committee Self-Evaluation.

- **2026-27 Budget**

The Committee received an update presentation on the budget position, including key assumptions on income, cost pressures, staffing, savings and delivery, and changes to the 2026–27 financial forecast return. The Committee approved the College 2026-27 budget, the SAI 2026-27 budget, and the 2026-27 Student Association budget for presentation to the Board of Management.

- **Internal Audit Reports**

The Committee noted the positive audit reports carried out on both the Financial Regulations & Compliance, and the Non-SFC Income.

- **Property and Sustainability Update Report**

The Committee noted the contents of this report, including the current position on facilities operations, estate planning and investment, ASTAC, catering, sustainability activity, and the Estates Team restructure.

- **Subsidiary Company Loan**

The Committee recommended the Subsidiary Company Loan to the Board of Management for approval.

- **People Strategy Quarterly Update Dashboard**

The Committee received an update on the People Strategy Quarterly Update Dashboard, including up-to-date workforce data on staff absences, development, recruitment, and health, safety and wellbeing.

- **2025-26 Financial Governance Compliance Report**

The Committee received the annual report setting out the College's framework for governance, risk management and internal control, and agreed that current arrangements provide sufficient coverage of SPFM requirements, clear integrated assurance, and appropriate review of SPFM compliance.

- **2025-26 Financial Matters Update Report**

The Committee noted the update, which highlighted matters relating to stakeholder engagement, audits, procurement, taxation, banking and loans.

- **Management Accounts as at 30 April 2026**

The Committee received a summary of the College's financial position, including key variances. The Committee reviewed and recommended the Management Accounts as at 30 April 2026 to the Board of Management for approval.

- **Strategic Risk & Opportunities Register**

The Committee reviewed and approved the Strategic Risk and Opportunities Register for consideration and approval by the Board of Management.

3 Proposal

The Board is asked to receive and note the report and consider any areas escalated by the Committee.

4 Resource Implications

No further resource implications require to be noted.

5 Consultation

Chair PIFCo, Vice Chair PIFCo, Board Governance Adviser.

6 Conclusion

The full PIFCo meeting minutes will be brought to the next Board of Management meeting for information following their approval at the next PIFCo meeting in September.

Matthew Wilson
Chair, People, Infrastructure and Finance Committee
18 June 2026

Title of Meeting: Board of Management

Date: 18 June 2026

Title: Committee Chair's Report – ARC Meeting 02 June 2026

Purpose: To inform the Board of matters considered by the Committee and to highlight any issues requiring escalation.

Recommendation: The Board is asked to receive and note this report and to consider any matters escalated by the Committee.

1. Executive Summary

This report provides the Board with a summary of the significant matters considered by the Audit and Risk Committee in advance of the approved minutes being presented to the Board in October 2026.

The Committee draws the Board's attention to the following:

- Strong assurance provided by both internal audit reports.
- The External Audit Annual Plan places greater emphasis on IT controls and financial sustainability.
- Progress made in strengthening the College's risk management arrangements.

2. Strategic Objectives

This paper supports the College's Strategic Ambition by contributing to its strategic objectives of delivering outstanding experiences, being the partner of choice and enabling the future. This is reflected in the positive audit reports and the matters set out in this quarterly update report.

3. Associated Risks

There is a risk that, without regular reporting to the Board of Management, the Committee may be unable to demonstrate that it is fulfilling its Terms of Reference and evidencing compliance with relevant legislation, regulation and the Board's governance requirements.

4. Equality and Diversity Impact Assessment

An impact assessment is not applicable given the subject of this paper.

5. Publication

This paper will be published on the College website.

1. Background

A meeting of the Audit and Risk Committee took place on 02 June 2026.

2. Current Situation

The Committee considered, noted or approved the following:

- **2025-26 Fraud Risk Assessment**
The Committee endorsed continued development of the fraud risk assessment register, including consolidation and scoring refinement, and that it should continue to inform the Internal Audit Plan and assurance mapping framework.
- **Internal Audit Report- Cyber Incident Response Plan**
The Committee noted the positive audit report on the implementation of the College Cyber Incident Response Plan and related communication arrangements.
- **Internal Audit – Strategic Risk Control and Action Review**
The Committee noted the positive internal audit review of controls and mitigating actions relating to the College’s highest strategic risk, financial sustainability.
- **2025-26 Internal Audit Plan Update**
The Committee noted the update to the Internal Audit Plan.
- **2026-27 Internal Audit Plan**
The Committee endorsed the draft 2026–27 Internal Audit Plan and proposed programme of audit activity.
- **2025-26 External Audit Annual Plan**
The Committee noted the update on the External Audit Plan.
- **2026-27 Budget Update**
The Committee received an update presentation on the budget position, including key assumptions on income, cost pressures, staffing, savings and delivery, and changes to the 2026–27 financial forecast return.
- **SAI Aerospace Training Ltd Articles of Association**
The Committee recommended the April 2026 version of the SAI Aerospace Training Ltd Articles of Association for approval by the Board of Management.
- **Audit and Risk Committee 2025-26 Draft Annual Report**
The Committee reviewed their draft annual report.
- **Rolling Audit Action Plan**
The Committee received an update on the recommendations made by both the internal and external auditors.

- **2025-26 Financial Governance Compliance Report**
The Committee agreed that current arrangements provide sufficient coverage of SPFM requirements, clear integrated assurance, and appropriate review of SPFM compliance.
- **Risk Wizard Demonstration**
The demonstration of the dedicated software platform for the Risk and Opportunities Register covered the live dashboard, the nine strategic risks, report generation, and the functionality linking actions and controls. The Committee noted that the revised format represents a significant enhancement to the College's approach to risk management and assurance.
- **Strategic Risk & Opportunities Register**
The Committee reviewed and recommended the Strategic Risk and Opportunities Register for approval to the Board of Management.
- **Review performance relating to risk management**
The Committee noted the progress made in strengthening the College's risk management arrangements.

3. Proposal

The Board is asked to receive and note this report and to consider any matters escalated by the Committee.

4. Resource Implications

There are no further resource implications to note.

5. Consultation

Acting Chair (Vice Chair), Audit and Risk Committee; Board Governance Adviser.

6. Conclusion

The full minutes of the Audit and Risk Committee meeting will be presented to the next Board of Management meeting for information, following their approval at the next Committee meeting.

Michael Ross
Vice Chair, Audit & Risk Committee
18 June 2026

**Minute of the Learning, Teaching and Quality Committee Meeting
Held via Microsoft Teams
4pm on Thursday 05 March 2026**

Present:

| | |
|------------------|--|
| Brian Green | Vice Chair of LTQC |
| Jane Grant | Non-Executive Board Member (until 4.45pm, Item 5.) |
| Gillian Longmuir | Non-Executive Board Member |
| Michael Ross | Non-Executive Board Member |
| Iain Shearer | Non-Executive Board Member (from Item 4) |
| Chris Boyce | Elected Member, EIS/FELA |
| Lisa Keggans | Elected Member, UNISON |
| Darcie Hamilton | Elected Member, Student President |
| Marko Prorocic | Elected Member, Professional Services Staff |
| Janette Steel | Elected Member, Curriculum Staff |
| Angela Cox | Principal, Ex-officio |

In attendance:

| | |
|-------------------|--|
| Sara Rae | Vice Principal, Skills and Enterprise |
| David Davidson | Vice Principal, People, Performance and Transformation |
| Alan Ritchie | Vice Principal, Finance and Infrastructure |
| Jennifer Anderson | Assistant Principal, Skills and Innovation |
| Alistair Rodgers | Director of Enterprise Development (left after Item 9) |
| Hilary Denholm | Board Governance Advisor |
| Katelyn Kilbride | Executive Assistant (Minutes) |
| Sharon Morrow | Chair, Board of Management |
| Joe Mulholland | Education Scotland (left after Item 4) |

1. Welcome and Declarations of Interest

Brian Green, Vice Chair of the Learning, Teaching and Quality Committee welcomed everyone to the meeting.

The Vice Chair noted the recent loss of an Ayrshire College staff member, and the Committee participated in a few moments of silence to honour Russell Wilson.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

Apologies were received from Alison Sutherland, LTQC Chair, Doreen Wales, Assistant Principal, Student Experience & Quality Enhancement, Gayle Watson, Co-Opted LTQC Board Member, and Jason Currie, Non-Executive Board Member.

The Vice Chair informed members that Gayle Watson unfortunately resigned as a member in January and noted thanks for Gayle's contribution.

3. Minutes of the previous meeting held on 27 November 2025 (Paper 1) (C/P)

The minutes of the meeting held on 27 November 2025 were approved as a correct record.

Proposed: Angela Cox

Seconded: Lisa Keggans

3.1 Action and Decision Tracker (Paper 1a)

The Committee noted that there were no outstanding actions.

5. Student Association Report Q3 (Paper 3) (P)

The Vice Chair noted that Conner Skipsey has resigned from the role of Student Vice President. The Committee noted thanks to Connor for his contribution.

Darcie Hamilton highlighted the main activities from the report and verbally updated the Committee on activities since the report submission.

The Committee noted activity in relation to:

- Continued positive engagement in the Class Ambassador Programme.
- Clubs, Groups and Societies have continued throughout Semester 1 and positive feedback has been received from students.
- Contribution from the College via the Walker Trust which has assisted in alleviating student hardships.
- Continued activity in terms of Campaigns and Events including the 16 Days of Action campaign which focused on digital violence.
- The Student Association team also participated in various ReClaim the Night marches across Ayrshire.
- The Student Association team engaged with Students at WinterFest and offered a wide variety of stall holders including organisations which provide support around mental health as well as a pop-up photobooth which was well received by Students.
- LGBT History Month was celebrated with a focus on both historical and contemporary contributions of LGBT+ individuals within STEM fields. At the Ayr Campus, the Student Association hosted a drag show featuring Drag Queen Mina Lookgood.
- Preparation is underway to maximise engagement with the 2025-26 Student Satisfaction and Engagement Survey which has currently been completed by 735 students.

The Committee welcomed the report and noted informative updates.

6. 2024-25 SFC Student Satisfaction and Engagement College Sector Benchmarking Report (Paper 4) (P)

Sara Rae gave a summary of the report and noted the following:

- The Scottish Funding council's completion rate target is 50%, Ayrshire College's completion rate was 1%-2% below this for 2024-25. The aim is to achieve this completion rate for the 2025-26 survey which is currently open for completion.
- The data has been analysed for each curriculum area and any areas for improvement will be identified and actioned by each Curriculum Quality Manager and Head of Department.
- Higher Education Full Time is currently 6% below the sector average.
- The College's Quality team will further analyse the outcomes.

Action LTQ51-A02: It was agreed that further analysis of the survey will be carried out by the College's Quality department and Curriculum Quality Management to identify areas of improvement. Any further outcome of this analysis will be shared with the Committee at the next meeting.

The Vice Chair expressed appreciation for the insightful report and recommended that Students are encouraged to complete the 2025-26 survey during class time.

8. Internal Audit Report - External Communications (Paper 6) (P)

Alistair Rogers provided an overview of the internal audit review of the College's external communications, most notably its website. The Committee considered and noted the report.

The Committee noted:

- The Internal Audit of External Communications took place on Monday 27th October 2025.
- The introduction of a Strategic Communications and Policy Advisor last year has had a positive impact in this area.
- The audit report provides a strong level of assurance over the College's external communications methods.
- One low-level recommendation was raised where it is recommended that the College enhance the Website Management Procedure and Guidance document by introducing clearly defined roles, responsibilities, escalation routes, and compliance requirements, and by establishing a regular review and update process. The College has accepted the recommendation.
- Several areas of good practice were identified including:
 - The College has a robust Communications Framework aligned with its Strategic Ambition 2024–2027, ensuring consistent and coordinated messaging across all platforms.
 - The website, launched in February 2025, is well-structured, accessible (WCAG AA compliant) and governed by a comprehensive management procedure, though this document is pending formal approval.
 - Communication channels are diverse (website, social media, events), with strong stakeholder engagement and data-driven performance monitoring.
 - Operational controls restrict website editing to authorised personnel, supporting content accuracy and security.

Action LTQ51-A03: It was agreed that an update on these actions will be given at the next Learning, Teaching and Quality Committee.

9. Internal Audit Report - Student Voice (Paper 7) (P)

Sara Rae provided an overview of the internal audit review of College student voice arrangements. The Committee considered and noted the report.

The Committee noted:

- The audit provides a strong level of assurance over the College's student voice arrangements.
- No recommendations were raised.
- Several areas of good practice were identified including:
 - Multiple Channels for Student Feedback
 - Student Satisfaction as a Strategic Measure
 - Structured Student Association
 - Board Engagement
 - Accessibility and Inclusion
 - Responsiveness to Feedback
 - Comprehensive Training for Representatives
 - Effective Benchmarking

The Student President thanked College staff for their role in the audit's positive outcome.

11. Performance Dashboard

Sara Rae provided an overview of the Performance Dashboard and the Committee noted that FE Full-Time, HE Full-Time and HE Part-Time are all currently above target. It was noted that FE Part-Time is slightly below target however only by a small margin. The total number of credits is approaching 110,000 and is currently on track to achieve the AY 2025-26 target.

13. AOB

No other business noted.

Date of Next Meeting: Thursday 28 May 2026 at Kilmarnock Boardroom.

(C/P) Confirmed minutes will be published on College Website;

(P) – Paper will be published on the College Website;

(R) – Paper is reserved, because it contains data or information of a personal nature, which is restricted by legislation, or because it contains commercially sensitive information, and will not be published on the College Website

RESERVED ITEMS ON THE NEXT PAGE

**Minute of the People, Infrastructure and Finance Committee
Hybrid meeting held at Kilwinning Campus and via Microsoft Teams on
Tuesday 10 March 2025**

Present:

| | |
|-----------------|--|
| Matthew Wilson | Chair |
| Tracey Dalling | Vice Chair |
| Alicia Clyde | Non-Executive Board Member (from Item 5 onwards) |
| Jason Currie | Non-Executive Board Member (from Item 7 onwards) |
| Angela Cox | Principal, Ex-Officio |
| Darcie Hamilton | Elected Student President |
| Janette Steel | Elected Member, Curriculum |

In attendance:

| | |
|----------------|---|
| Sara Rae | Vice Principal – Skills and Enterprise |
| David Davidson | Vice Principal – People, Performance and Transformation |
| Alan Ritchie | Vice Principal – Finance and Infrastructure |
| Gillian Brown | Strategic People Partner |
| Martin Hammond | Head of Health, Safety and Wellbeing |
| Barry Morton | Head of Facilities |
| Liz Walker | Chief Financial Controller |
| Hilary Denholm | Board Governance Advisor |
| June Northcote | Executive Assistant (Minutes) |

1. Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting.

The meeting was confirmed as quorate.

Matthew Wilson declaration of interest due in relation to his core employment.

2. Apologies

Apologies were noted from Brad Johnstone, Director of Digital Infrastructure and Lisa Keggans, Elected Member, UNISON.

3. Minutes of the Previous Meeting held on 18 November 2025 (Paper 1) (P)

The minute was approved as an accurate account.

Proposed: Angela Cox **Seconded:** Tracey Dalling

3.1 Action & Decision Log (Paper 1a) (P)

The Committee noted all previous decisions and completed actions.

4. Matters Arising

There were no matters arising out with those detailed on the meeting agenda.

12. Sustainability Framework and Climate Change Report Paper 7 (P)

Barry Morton introduced Paper 7 to the Committee, going on to present the College's Sustainability Framework and provided an update on progress against its climate change commitments, including the completion of the Public Bodies Climate Change Duties (PBCCD) return. It outlined the College's strategic approach to social, economic and environmental sustainability (SEES), highlighted performance across key emission areas and identified ongoing actions to support continuous improvement in sustainability outcomes.

Members were asked to:

1. Approve the draft Sustainability Framework for implementation.
2. Endorse continued monitoring and optimisation of energy, water and waste performance.
3. Note the completion and submission of the PBCCD return.

Decision PIFCo36-D09: The Committee commended the approach being taken by the College and approved the Sustainability Framework for implementation.

Decision PIFCo36-D10: The Committee endorsed continued monitoring and optimisation of energy, water and waste performance.

Committee members noted:

- The completion and submission of the PBCCD return.
- Challenges in monitoring and gathering data to evidence improved performance.

14. AOB

No other items of business were noted.

Date of Next Meeting

The next meeting is scheduled to take place on **Thursday** 11 June 2026 at 4.00pm

(C/P) Confirmed minutes will be published on College Website;

(P) Paper will be published on the College Website;

(R) Paper is reserved, because it contains data or information of a personal nature, which is restricted by legislation, or because it contains commercially sensitive information, and will not be published on the College Website.

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**Minutes of the Audit and Risk Committee
Held by Hybrid Attendance at Ayr Campus
Thursday 17 March 2026**

Present:

| | |
|------------------|------------------------------------|
| Jane Grant | Chair |
| Michael Ross | Vice – Chair (from Item 3 onwards) |
| Brian Green | Non-Executive Board Member |
| Gillian Longmuir | Non-Executive Board Member |
| Chris Boyce | Elected EIS-FELA Staff Member |

In attendance:

| | |
|-------------------|---|
| Sara Rae | Vice Principal, Skills and Enterprise |
| David Davidson | Vice Principal, People, Performance and Transformation |
| Hilary Denholm | Board Governance Advisor & Minutes |
| Brad Johnstone | Director of Digital Infrastructure |
| Alan Ritchie | Vice Principal, Finance & Infrastructure |
| Liz Walker | Chief Financial Controller |
| Siobhan Archibald | Internal Audit Manager, Wbg Internal Auditor (to Item 12) |

1. Welcome and Declarations of Interest

The Chair welcomed all present to the meeting.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

Apologies were received following the meeting from Marko Prororic, Elected Professional Services Staff Member.

Andy Reid from Azets External Auditors was not required to attend this meeting due to the content of agenda.

3. Minutes of the Previous Meeting held on 02 December 2025 (Paper 1) C/P

The minutes were approved as a correct record.

Proposed: Brian Green **Seconded:** Gillian Longmuir

ARC Action & Decision Tracker (Paper 1A) (P)

Michael Ross joined the meeting at this point.

The Committee noted all previous decisions and the actions completed or added to the agenda for updating members.

4. Matters Arising

There were no other outstanding matters arising from the minutes.

5. Internal Audit Reports

a. Financial Regulations and Compliance *Paper 2 (P)*

S Archibald presented the results of the review on the College's Financial Regulations and Compliance arrangements

The Committee noted:

- This was a high-level review of the Financial Regulations in place at the College, to provide assurance that key financial controls were suitably designed and operating in line with documented procedures.
- The review included an assessment of the processes relating to purchasing, income, cash, banking, and fixed assets.
- The audit provided a **strong level of assurance**, with no recommendations.
- The review made one observation. The review noted that the College is preparing a revised draft of the Financial Regulations, which will also include provisions related to the new accounting software, BluQube. These Regulations were scheduled for review in January 2026; however, due to the Board meeting timetable, the review outcome will be submitted to the Board for approval in March 2026. Through discussions with the Chief Financial Controller, it was explained that the target date for implementing this document is April 2026.
- The report identified several areas of good practice.

The Committee noted the report as presented.

b. Non-SFC Income *Paper 3 (P)*

S Archibald presented the results of the review on the College's arrangements in place surrounding Non-SFC Income. The purpose of this assignment was to review the methods and structure in place for the management of non-SFC income and consider whether the College is achieving the best value in this area. The review considered both commercial income and Construction Industry Training Board (CITB) income.

The Committee noted:

- The audit provided a **strong level of assurance** with no recommendations.
- The review made two observations:
 1. Although the BEI overall target is on track to be met for 2025/26, there are some specific targets that are not on target to be met, these being sponsorship targets and employability frameworks. From discussions with key staff, this is due to the need for the resourcing structure to be reviewed as the commercial income targets and activity increase. The auditors found there are some specific targets that the team does not have the resources to focus on at this time, alongside other aspects of commercial income. The

College Leadership Team recognises resource constraints and supports the team's current focus on areas of greatest opportunity. Plans to address specific areas, such as a Sponsorship Strategy, are currently under development with the aim of being operational for the 2026/27 academic year.

2. The audit identified variability in the effectiveness of communication and engagement between the BEI Team and Curriculum areas across the College. In some Curriculum areas, strong working relationships are in place, with regular communication, and engagement in commercial opportunities. However, in other Curriculum areas, links with the BEI Team are less well-developed, with limited or communication and reduced awareness of commercial income opportunities and processes. The Senior Leadership Team of the College recognise this and are in the process of rolling out a structured approach to cross-college engagement.
- The report identified several areas of good practice

The Committee noted the report as presented.

6. Draft 2026-27 Internal Audit Plan Paper 4 (P)

A Ritchie presented the Draft 2026-27 Internal Audit Plan for consideration by the Committee, outlining how the proposed programme of audit activity aligns with the College's strategic risks and provides targeted assurance across key financial, operational, curriculum and governance areas. The Audit and Risk Committee was invited to note and endorse the Draft 2026–27 Internal Audit Plan.

The Committee Noted:

The draft plan included the following assignments:

- Overall Financial Controls (5 days)
- Complaints Handling (5 days)
- Learning & Teaching Strategy (5 days)
- Employer Engagement Strategy (5 days)
- Curriculum Planning (5 days)
- Timetabling & Resource Management (5 days)
- Continuing Professional Development (CPD) (5 days)
- Student Support Funding (4 days)
- Student Credit Activity (7 days)

These audits span several strategic themes: Financial Sustainability, People & Culture, Curriculum Offer, and Governance, ensuring coverage of the highest-risk areas identified in the strategic risk register.

Discussion took place around more flexibility in the plan and a risk-based approach, including agreement that reducing time allocated currently to some lower risk

assignments and redirecting this time for review of controls for the higher risk areas would be beneficial.

Decision: ARC52-D01: The Committee endorsed the Draft 2026–27 Internal Audit Plan.

Action ARC52 – A01: An updated detailed plan to be brought to the next ARC meeting.

6. Internal Audit Progress Report Paper 5 (P)

S Archibald presented an update to members, highlighting the visits scheduled for April and again in August & September 2026. Progress is all on track to allow for completion on time as planned, and there are no issues or concerns.

The Committee noted the report as presented.

9. Assurance Mapping Update Verbal

A Ritchie updated members on the progress of the Assurance Mapping exercise, explaining that the information could be incorporated into the Risk Wizard software alongside the risk register information, so it does not have to sit as a separate document.

Members were asked if this approach was supported, which members agreed to. Discussion took place around the breadth of the assurance map information as it included independent sources in addition. It was agreed that these were controls and could be included and categorised. Timescales were then discussed, with members updated that the risk register information is already entered onto the Risk Wizard, and it was agreed that a draft version would be brought back to the next ARC meeting.

Action ARC52 – A02: An updated draft Risk Wizard to be brought to the next ARC meeting.

13. AOB

There was no other business.

Date of Next Meeting – Tuesday 02 June 2026 4pm @ Kilwinning Campus

P - Papers will be published on the College Website; R - Papers will not be published for reasons of commercial confidentiality or for reasons associated with data protection legislation; C/P - Confirmed minutes will be published on the College Website

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