

BOARD OF MANAGEMENT ACTION TRACKER

COMMITTEE: Board of Management Meeting

(Paper 1a)

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
28.09.17	1	The Board monitor closely and await the outcome of the Scottish Government's considerations on the provision of funding to meet the capital and interest repayments of the Kilwinning Campus PFI contract. When that outcome is communicated, the Board review Risk BRIC3 with a view to setting it at the appropriate level.	By March 2019	Board Secretary	In Progress (Updated March 2019)	Following discussions with SFC, the Board had approved the preparation and submission of a Financial Sustainability Plan (FSP) covering the two years 2019 to 2021 that was forwarded to SFC in November 2018. As a part of this process, an offer of £700K of strategic funding had been received from SFC for each of the two years of the FSP. This represented approximately 50% of the annual PFI costs to the College and the FSP had been calculated on that basis prior to its submission. The FSP had been set against the FFR approved by the Board and returned to SFC at the beginning of October 2019. As a part of this process, an Organisational Review, as approved by the Board, was also underway. The Board noted that SFC intended to introduce a new college funding model with effect from academic year 2022-23.
29.03.18	1 Update	The Board and the College continue to ensure that all relevant stakeholders remain fully briefed on the impact that the PFI payment continues to have on the fiscal health of the College.	Ongoing until a solution has been reached	Board Chair/Principal	Completed	

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
Audit 28.09.17	2	Consideration of cross representation between BRIC and Audit Committee ¹	December 2017	Board Chair, Chair of Audit Committee, Board Secretary	Completed	There is now cross representation between the BRIC and Audit Committees.
28.09.17	3	Circulation of Proposed Memorandum (MoA) of understanding with HALO	October 2017	Principal/Board Secretary	Completed	The MoA was circulated, approved and signed in October 2017
28.09.17	4	Consideration to be given as to how the College and the Hospitality Industry can co-operate in an effort to increase the number of people being attracted to learn and train for a future career in the industry.	June 2018	Board/EMT/Directors	Not started	
14.12.17	5	The Ayrshire College Constitution and Standing Orders be updated to reflect the discussion at the Board	March 2018	Board Secretary	Completed	
14.12.17	6	The Financial Statements be approved as agreed by the Board, signed and submitted.	December 2017	Board Chair/Principal	Completed	
14.12.17	7	A high level summary of the draft budget for 2018-19 be prepared and circulated for the information when sufficient information has been provided by SFC	By Board Development Day on February 20 2018	Director of Finance & Student Services	Completed	

¹ Traditionally there has been no cross representation between Finance Committee and Audit Committee to ensure that the independence of the Audit Committee was not compromised. With the revision of the Board Committee structure, the sustainability of this position is being revisited alongside the review of the first year of operation of the revised Committee structure.

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
29.03.18	8	The Board and the College would continue to ensure that all relevant stakeholders remained fully briefed on the impact that the PFI payment was continuing to have on the fiscal health of the College.	Provision of regular updates at each meeting until resolution is reached	Board Chair and Principal	Completed	Meetings with elected representatives held in April 2018. Questions being raised at the Scottish Parliament by Elected Representatives.
21.06.18	9	Letter to the CabSec seeking approval for the appointment of new Board Members	1 August 2018	Board Chair and Secretary	Completed	
21.06.18	10	Issues in relation to declining student numbers, demographic decline and increased competition be reflected in the LTC Extract of the Corporate Risk Register	December 2018	Chair of LTC/VP Finance & Skills	In Progress	
21.06.18	11	Corporate Risk Register Risk BRIC1 be reviewed in 2018-19 to ascertain whether it remains appropriate in light of the funding that may be available from the ACF in the future	June 2019	Chair of BRIC/VP Finance & Skills	In Progress	
27.09.18	12	Approved five year Financial Forecast Return be submitted to SFC	October 2018	VP Finance & Skills	Complete	
28.03.19	13	Future ACSA News publications to be circulated to board members	2019-20	Student President and Vice President	Not started	To be implemented in 2019-20

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
28.03.19	14	A response from the Board of Management to the Unison letter be prepared and forwarded to Unison.	April 2019	Executive Management	Completed	
28.03.19	15	In the light of the discussion held under Item 10 of the minutes, a meeting to be held with the CEO of SFC to discuss the Board's concerns regarding the Outcome Agreement, as set out in Paper 6 above, and the challenges associated in meeting the outcomes in the current financial environment.	Not Specified	Board Chair and Principal	In Progress	

* **Not Started** / **In Progress** / **Completed**

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Board Meeting

20 June 2019

- Subject:** Student Association Report
- Purpose:** To update Board Members on Student Association activity since the last meeting
- Recommendation:** That Board Members note the content of the report and feedback any recommendations they may have

1. Background

ACSA will continue to support students across the college with the support of the Student Association Advisor, Charlotte Mitchell. Priorities for the year ahead include promoting good mental health, care experienced students and students with caring responsibilities. We will be looking to build on the success of previous years by continuing to develop strong relationships with all curriculum areas and providing a robust system of student representation and support in partnership with our colleagues in Student Services and Quality Enhancement.

2. Current Situation

The Student Association held its Student President Elections in March which successfully returned two officers for the 2019/20 academic year. The Student President Elect is current Student Vice President, Jack McCrindle. The Student Vice President Elect is Social Science student, Lauren Howieson. Both officers will officially take up post on the 1 July 2019. Current Student President, Kevin Simpson will remain in post until the 30 June 2019.

3. Association Activity

Class Rep Meetings

The Student Association held its second round of class rep meetings across the College in March. Themes emerging from feedback from meetings included issues with parking, ICT difficulties and a request for Applepay in the College refectories. The Student President and Vice President will work with curriculum and service areas with regards to the feedback from students.

Going Further for Student Carers Award

The Student Association Advisor attended the launch of the Going Further for Student Carers Award at the City of Glasgow College on the 14 March, along with the Acting Director of Student Services. The award provides a framework for Colleges to develop a positive environment in which student carers can reach their full potential, despite the challenges they are facing. Further discussion will take place with the Acting Director of Student Services with regards to how this

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can be rolled out across the college and how the Student Association can assist in supporting our students with caring responsibilities.

Who Am I? Care Experienced Event

The Care Experienced Students' Officer, along with the Student Vice President and Student Association Advisor, attended the North Ayrshire Corporate Parenting Champions Board's Who Am I? event on the 14 March. The event was aimed at care experienced young people and practitioners and took the form of a conversation café. Discussions were facilitated around the theme of language and how the language that is used with regards to being looked after could be changed to be more positive and less stigmatising.

National Union of Students Scotland Conference 2019

The Student President, Student Vice President and Student Association Advisor attended the annual NUS Scotland Conference which took place in Dunblane from the 21 to the 22 March. The purpose of the annual conference is to elect the NUS Scotland President and Officers for the coming year and to discuss what the membership believe should be the NUS Scotland's priorities for the year ahead. Student Vice President, Jack McCrindle, stood for a place on the NUS Scottish Executive Council at the event and was successfully elected.

Sparqs Conference 2019

The Student Association Advisor attended the bi-annual Student Partnerships in Quality Scotland Conference, along with the Head of Quality Enhancement. The conference focussed on wellbeing and offered the opportunity for Colleges and Universities to showcase initiatives and share good practice.

NUS UK Conference 2019

The Student Vice President, Jack McCrindle, attended the annual National Union of Students UK Conference from the 9 to 11 April. The conference allowed the Vice President to get an understanding of what is happening with the student movement on a National level.

Wear It On Your Sleeve Launch

The Student Association launched its men's mental health campaign, Wear it On Your Sleeve, on the 1 May. The campaign aims to encourage males to open up and talk about mental health with the message that 'talking saves lives'. Male staff champions from across the College are wearing a bright pink Wear It On Your Sleeve hoodie and giving out pocket sized cards which contain information on mental health services to encourage students to talk to them about mental health and to break the taboo of male mental health. It is hoped that all students will know that Ayrshire College is a safe and supportive environment which supports students who are experiencing poor mental health.

Class Rep Structure Review

As part of the ongoing review of the class rep structure within Ayrshire College, the Student Association Advisor and Head of Quality Enhancement, held the

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second of a series of inputs to the Heads Forum. Both Heads and Curriculum Managers, along with the Student Association, came together to look at an alternative structure based upon staff and student feedback. Following a visit to West Lothian College by the Student Association Advisor, Head of Quality Enhancement and Acting Director of Student Services, it was decided that a model of ambassadors in place of class reps will provide a better mechanism through which good quality learning and teaching feedback can be gathered. A full proposal outlining the new model will be presented to the Learning and Teaching Committee for comment.

Sponsored Cycle, Millport

The Student Vice President and Student Association Advisor accompanied a group of students from level 4 Beauty at Kilwinning campus on a sponsored cycle around Millport on the 13 May. The students are raising money for North Ayrshire Foodbank.

The great weather ensured that an enjoyable experience was had by all those taking part.

4. Proposals

N/A

5. Risks

Due to the challenging issues dealt with within the SA there is a risk of reputational damage.

6. Equality Impact Assessment

Due to the nature of this paper an equality impact assessment has not been undertaken.

7. Conclusion

ACSA will continue to work alongside staff in order to best support and encourage students, and plan a host of activities, opportunities and campaigns to make the 2019/20 session both enjoyable and successful for students.

Jack McCrindle
Student Vice President
13 June 2019

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Board of Management Meeting

20 June 2019

- Subject:** 2019-20 SFC funded capital and revenue expenditure programme/funding bid to Ayrshire College Foundation (ACF)
- Purpose:** To provide the Board of Management with proposals for Scottish Funding Council (SFC) funded capital and revenue expenditure for the financial year April 2019 to March 2020. In addition, the paper outlines a proposal for members to consider an application to the ACF to support ICT investment in 2019-20
- Recommendation:** The Board of Management are asked to approve the proposals contained within this paper.

This paper was discussed and approved by the BRIC Committee at its meeting on 4 June 2019. As such the BRIC Committee recommends that the Board of Management approve the proposals contained within this paper.

1. Background

SFC announced the final capital grant for FY 2019-20 on 16 May 2019 (i.e. for the period April 2019 to March 2020).

The grant funding allocated to the College is £124,000 (2018-19 £3,693,732) with £645,000 (2018-19 £928,983) identified for revenue maintenance grant purposes.

SFC has adopted for 2019-20 a revised allocation method to colleges for both capital and maintenance funding.

In overall sector terms, the capital and maintenance funding has reduced significantly between FY 2018-19 and 2019-20.

The capital allocation for 2019-20 is based around the levels of high priority backlog maintenance across the college sector. The 2019-20 total sector budget for capital is £12,395,000 and therefore the Ayrshire allocation of £124,000 is circa 1%. For information, eight college regions/individual colleges account for 86% of the total capital funding being made available.

The revenue maintenance grant funding has been allocated on the basis of the relative volume of credits for colleges. Ayrshire College's volume of credits represent approximately 7.5% of the total sector target.

2. Current Situation

Based on our capital allocation of £124,000 for FY 2019-20 it is clear that the capital expenditure proposals will be significantly more limited than in previous years.

Table 1 below sets out the limited projects for 2019-20.

Table 1

Projects	Budget
Refurbishment of Health and Social Care room (Kilwinning campus) *	£50,000
Budget for small projects including car park reconfigurations	£74,000
Total	£124,000

**This project was identified as the key strategic estates project required as part of the development of the 2019-20 Curriculum Delivery Plan.*

Ayrshire College Foundation (ACF)

The College agreed with the ACF a three-year £1.5 million investment programme to improve ICT facilities in our Ayr and Kilwinning campuses. Over each of the three years the College would allocate £250,000 which would be matched by the ACF.

In its first two years the College has exceeded the targets set in relation to the replacement/upgrade of end user devices within the citrix environment. Citrix was procured through the development of the new Kilmarnock campus project.

2019-20 represents year 3 and the College, due to the funding allocation received, is not able to match the £250,000 ACF commitment. As such, it is proposed that the College will request the £250,000 of funding already committed by the ACF. This will be used to support the ICT upgrade of two curriculum areas being computing/games and sound production (budget circa £200,000). These two curriculum areas, due to their specialist ICT requirements, do not benefit from inclusion within the citrix environment.

Due to infrastructure requirements the ICT team will request the remaining £50,000 is used to replace some of the ageing servers.

3. Proposals

No further proposals are contained in this paper.

4. Consultation

No further consultation is required.

5. Resource Implications

All resource implications are detailed in section 2 above.

6. Risks

A number of risks exist in relation to estates improvement projects, especially in older buildings. Cost and time overruns are key risks, particularly given limited funding. In addition, any major works over the winter period have to be carefully managed to ensure, for example, that they are not delayed beyond March 2020 due to adverse weather.

7. Equality Impact Assessment

Equality Impact Assessments have been undertaken where necessary.

8 Conclusion

The Board of Management are asked to approve the proposals contained within this paper.

Michael Breen
Vice Principal, Finance and Skills
12 June 2019

Publication

This paper will be published on the College website.

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Board of Management Meeting

20 June 2019

- Subject:** Review and Recommendations in relation to the Operation of the Revised Board Committee Structure 2017-19.
- Purpose:** To consider whether the revised committee structure should continue in its current format in the light of two years' of operational experience.
- Recommendation:** In the light of the experience of two years of operation, the Board reach conclusion on the permanent implementation of the Revised Committee Structure.

1. Background

At the Board's June 2017 meeting, the proposed revision of the Board Committee Structure was approved for implementation in 2017-18. The condition of approval was that the progress of the revised structure would be monitored throughout 2017-18, with a recommendation on continuing approval being brought to the June 2018 meeting of the Board. The Chairs Group met in November 2017 to review its operation following the first cycle of meetings. The following bullet points summarise the main issues considered since September 2017:

- Learning & Teaching Committee (LTC) and Audit Committee had continued "business as usual".
- An early issue was related to Risk Registers and the lack of opportunity the Audit Committee had of cross communicating views on the Business Resources & Information Committee (BRIC) risk extract. This was a result of the historical position adopted by the Board that the membership of the Finance and Audit Committees should be separate and distinct. However, the Audit Committee felt that as it had a cross-representational link with LTC, and could explore risk extract matters with that committee, the same cross-representational link should exist with BRIC. The Board were asked to consider a recommendation to this effect as part of the review of the revised structure in 2018. As a result a cross- representational link was established with BRIC and was established from September 2018.
- The meetings of BRIC continue to perform well, with all papers receiving appropriate consideration. The Chairing of the Committee has been commended throughout the 2017-19 period, as was the format of the papers presented and the role played by the EMT in preparing the papers. One concern was the structure of the BRIC agendas and the tendency for HR papers to appear lower down the agenda as it followed a legacy committee structure.

(P) This paper will be published on the College website

- In light of the above, and in response to the commentary contained in the June 2018 review, the agenda for BRIC meetings in 2018-19 was flexed in line with the strategic matters under consideration by the Committee.
- The template of the HR papers continued to be well received, and the Chair, Vice Chair and EMT members involved met prior to meetings in 2018-19 to ensure a full comprehension of all of the papers being presented to BRIC.

2. Current Situation

The Board felt following its consideration of the 2017-18 review of the revised committee structure that insufficient operational evidence had been available to justify reaching a conclusion on whether the revised structure should now be made permanent. Whilst it was clear the work of the legacy Estates and Finance Committees had complemented each other in BRIC, it was not so clear at that time whether the HR input to the Committee was fully complementary with BRIC's objectives and terms of reference.

As such, it was felt that a further year of operation was required in order to reach a fully considered conclusion on the effectiveness of the new committee structure.

Further feedback was sought in 2018-19 via the recent Board Self-Assessment of Operational Effectiveness. Within the analyses undertaken, it was clear that broad satisfaction with the operation of the committee structure existed, and it scored an overall approval rating of 80%. Specific comments in relation to the BRIC operation were extracted as follows:

- BRIC? The name has stuck! Has this been finalised as part of the (committee) structure or is there still an action on the Board for a review and ratification of it?
- The structure of each committee is well laid out by the Chairs and the length of meetings are excellent.
- Very clear Terms of Reference for each committee.
- The committees are effective and efficient.
- BRIC has now settled down and is delivering against its Terms of Reference.

New board members who took up post in 2018-19 have indicated at various points during their year of operational experience that they felt the committee structure worked well and was effective.

3. Consultation

The operation of the new structure has been continuously monitored since the first cycle of meetings in September 2017. In particular, the ongoing commentary of BRIC and EMT members has been listened to and noted throughout the period. The Chairs Group met on one occasion to review the operation of the new structure, and further specific feedback was sought in 2018-19 via the Board Self-Assessment of Operation.

4. Resource Implications

Opportunity cost savings associated with the streamlined nature of the structure.

5. Risks

Governance is paramount in the deliberation and operation of the Board and its committees. If the new committee structure does not maintain the highest standards of governance, there is a risk of non-compliance with SFC directives and reputational damage to the College

6. Equality Impact Assessment

None Required

7. Conclusion and Recommendations

The revised Committee Structure has now completed two years of operation. It was apparent following its first year of operation that teething problems existed, particularly in relation the consideration of HR matters within the Business, Resources and Infrastructure Committee format. Following the completion of a further year of operation and the flexing of the agenda to ensure the appropriate consideration of priority issues regardless of what their legacy committee may have been, these teething issues have been resolved. In particular, the Organisational Review process and Voluntary Severance Scheme have been high profile and high priority issues throughout 2018-19. They have been dealt with appropriately and in line with governance requirements by the Committee Structure.

It is now recommended that the Board reach a conclusion on the confirmation of the revised Board Committee Structure going forward.

Brendan Ferguson
Board Secretary
June 2019

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**Minute of the Meeting of the Business, Resources and
Infrastructure Committee
Held at the Kilmarnock Campus
On 12 March 2019**

(Paper 8)

Present: Tom Wallace (Committee Chair)
Nicki Beveridge (Vice Chair)
Heather Dunk
Chris Hall
Willie Mackie
Fiona McQueen
Hazel Murphy
Kevin Simpson
Carol Turnbull (Principal)
Alan Walker
Steven Wallace

In attendance: Brendan Ferguson (Board Secretary)
Michael Breen (Vice Principal Finance and Skills)
Anne Campbell (Vice Principal)
Jane McKie (Vice Principal – People and Skills)
James Thomson (Director of Finance and Student Funding)
Liz Walker (Head of Financial Services)

1 Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting. There were no declarations of interest.

2 Apologies

Apologies were received from Committee Member Marri Welsh.

3 Minutes of the Previous Meeting held on 11 September 2018 (Paper 1) P

Subject to the addition of Willie Mackie to those in attendance, the minutes were approved as a correct record

Proposed: Chris Hall
Seconded: Hazel Murphy

4 Matters Arising and Action Tracker (Paper 2) P

There were no matters arising not dealt with on the agenda

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5 Management Accounts to January 2019 (Paper 3) P; In Year 2018-19 Budget Efficiencies (Paper 4) R

M Breen introduced Papers 3 and 4 and took the Committee through both papers, which on this occasion were integral companions. M Breen noted that Paper 3, which represented the half-yearly position, was ahead of budget at this stage and was currently projecting a positive variance in the trading position at the end of the Financial Year. M Breen also explained the variances within the budget headings.

Paper 4 identified the Budget Efficiencies for 2018-19, as previously discussed by this Committee and the Board.

The Committee welcomed the positive projections in relation to the trading account and the fact that the picture presented was positive in relation to the initially approved budget projections. Members went on to consider and discuss the content of the two papers. In particular, the variances were questioned, including any possible impact on the business of the College. While the Committee was reassured by the responses received, it was felt that in the future a business narrative surrounding the management accounts would be helpful. The business narrative would provide a clearer understanding in relation to the balance between business and variance and how this influenced projections. This would also assist the external reader's understanding of the figures being presented.

The Committee also questioned whether the efficiencies outlined in Paper 4 would have any impact on front line service delivery. M Breen assured the Committee that College Management would constantly monitor and maintain the requirements of the curriculum, ensuring in the process that learners would not experience any shortfall in front line delivery.

The Committee approved Papers 3 and 4.

The Committee asked that for future meetings a business narrative be included with the Management Accounts, which set out the balance between business and variances and designed to assist the comprehension of the reader.

Action: Chair of the Committee to meet with M Breen and J Thomson to consider the management accounts reporting.

6 SFC Indicative Funding 2019-20 Revenue and Capital (Presentation)

M Breen presented the indicative funding figures for 2019-20 as published by SFC in February 2019. It was clear from the figures published that if these were to be confirmed the College faced several challenges, most notably in the area of capital and maintenance, for which a significant funding reduction had been signalled. If the capital figure was maintained over a medium term period, this level of funding could have an adverse impact on the momentum of curriculum

development and the student experience. M Breen also identified that while the SFC teaching grant had increased when compared to the previous year; the increase was wholly designed to support the costs of national bargaining in this year.

The Board noted the above presentation.

7 Cash Flow Projections to July 2019 (Paper 5) (R)

J Thomson introduced Paper 5 and explained the projections contained therein. A number of questions were asked and satisfactory responses received.

The Committee noted the content of Paper 5.

8 National Bargaining Update (Verbal)

C Turnbull confirmed that industrial action in the form of non-continuous strike action was now underway by some members of the EIS FELA Union. This action was in relation to an unresolved Industrial Dispute being pursued by the Union in relation to the pay claim submitted on behalf of its members to the National Bargaining process. Further strikes were planned, and a ballot for further additional industrial action involving action short of strike action was being pursued. In the meantime, discussions between the Employers' Association and the Union Representatives were ongoing at national level to seek a resolution to the dispute.

Separately, good progress was being made in discussions between employers and unions on the matter of Job Evaluation for support staff. Further information on this was expected in the near future.

The Committee noted the above verbal update.

9 Nethermains Campus Update (Verbal)

M Breen reported that discussion was ongoing in relation to the Nethermains Campus and progress was being made. Further reports would be made to the Committee as information became available.

The Committee noted the above verbal report.

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10 Capital Proposals (Summer 2019)

M Breen, referring to the SFC Indicative Funding 2019-20 reported under 6 above, noted that the indicative allocation of capital funding was £124,000 (previous year circa £1 million excluding ringfenced backlog maintenance funding). M Breen explained that, as per previous years, a paper would be presented to the next meeting covering the proposals for this allocation.

The Committee noted the above verbal report.

11 HR and Organisational Development Report (Paper 6) (P)

J McKie introduced Paper 6 and took the Committee through it as written. In particular, members were interested in the Health & Wellbeing themes and the role this was playing during organisational review. It was noted that a specific programme had been established to provide support for staff and their wellbeing during the period of the organisational review.

A number of further questions were asked in relation to the content of the report and satisfactory responses received.

The Committee noted and welcomed the overall content of the above report.

12 2018-19 Student Support Funds Position at 8 February 2019 (Paper 7) (P)

M Breen introduced Paper 7 and took the Committee through it. The Committee noted that no significant issues were raised within this monitoring report. Also noted was the welcome projection that all SAAS funding would be utilised.

It was noted in discussion, however, that an issue that the Board would require to consider in the near future was the impact that the introduction of Universal Credit was having on some learners. It was suggested that this discussion could initially be held by LTC and then be raised to the Board to ensure all members were aware of the effect the roll out of Universal Credit was having on the student population.

The Committee noted Paper 7.

The Committee recommended that a discussion on the impact of the roll out of Universal Credit on learners should be held at the Learning and Teaching Committee early in 2019-20, with a subsequent discussion at a Board Meeting shortly afterward, informed by the discussion at LTC.

13 2018-19 SFC Funded Capital and Revenue Expenditure Programme at January 2019 (Paper 8) (P)

M Breen took the Committee through Paper 8, highlighting the progress made against the project budgets agreed by the Board of Management on 21 June 2018. A number of questions were asked and satisfactory responses received.

The Chair commented that it would be useful to receive a commentary against the projects on the resultant benefits that would accrue to the learners. The Chair felt that this would be particularly helpful in relation to the ICT replacement/upgrade project

The Committee noted Paper 8.

Action: Future reporting to include a narrative commentary on the projects including the benefits to learners.

14 2018-19 Corporate Risk Register (V3): Business, Resources and Infrastructure Committee Extract (Paper 9) (R)

J Thomson introduced Paper 9 and took the Committee through the Risks as set out within the Paper.

It was agreed that the Chair would discuss the Risk Extract with M Breen and J Thomson prior to its inclusion in the Corporate Risk Register (V3), to be considered by the Audit Committee at its forthcoming meeting.

15 Date of Next Meeting – Tuesday 4 June 2019 in Kilmarnock Campus

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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**Minute of the Learning & Teaching
Committee Meeting
Held at the Kilwinning Campus,
On Thursday 7 March 2019**



(Paper 9)

Present: Nicki Beveridge (Chair)
Margarette Bryan
Chris Hall
Gordon James
Jack McCrindle
Kevin Simpson
Carol Turnbull
Alan Walker

In attendance: Brendan Ferguson (Board Secretary)
Moira Birtwistle (Director – Business, IT, Sports Fitness and Social Science)
Anne Campbell (Vice Principal – Strategy and Skills)
Elaine Hutton (Director – Creative)
Julie Maxwell (Director – Care and Early Years Education)
Michael McHugh (Director – Quality Enhancement and Business Improvement)
Jane McKie (Vice Principal – People and Skills)
Stuart Miller (Director – Education Contracts and Business Development)
Gavin Murray (Director – Aero, Construction, Engineering and Science)
Ellie O'nions (Exec Asst. – Board Office)
James Thompson (Director – Finance and Skills)

1 Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting. In particular, the Chair warmly welcomed new Principal, Carol Turnbull and new Vice Principal, Anne Campbell, both of whom had taken up office on 1 March 2019, to their first meeting of the Learning and Teaching Committee.

There were no declarations of Interest.

2 Apologies

Apologies were received from Committee members Fiona McQueen, Fiona Fawdry, Juliana Pyper McFarlane, Tom Wallace and Marri Welsh, from EMT member Michael Breen and Acting Director (Student Services) Doreen Wales.

3 Minute of the Previous Meeting held on 6 September 2018 (Paper 9) (C/P)

The minutes were approved as a correct record.

Proposed: Chris Hall
Seconded: Margarette Bryan

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4 Action Tracker (Paper 2)

Action 2 – The Secretary to contact the VP (People and Skills) re arrangements.

5 Matters Arising

There were no matters arising that were not included on the agenda.

6 Student Association Report (Paper 3) (P)

K Simpson and J McCrindle took the Committee through the content of Paper 4 as presented. Adding to the report, J McCrindle highlighted the forthcoming “Pink Jumper Campaign” that would begin in May 2019. The campaign would be centred upon male mental health, with an event being held on 3 May 2019 involving male celebrity figures. G James raised the related question of whether the Student Association had considered the addition of a Male Student Officer to the portfolio of officer responsibilities contained within the ACSA Constitution. Student Members stated that they would give this matter consideration, particularly in light of the Pink Jumper Campaign.

The Committee noted and welcomed the above report.

7 Draft Regional Outcome Agreement 2017-20 (revised for 2019-20) (Paper 4) (P)

M McHugh introduced Paper 4, explaining that SFC had recently announced indicative funding allocations for 2019-20 and the College was now in the process of discussing and agreeing the final Outcome Agreement credit targets 2019-20, based on the indicative funding allocation. M McHugh took the Committee through the paper and stated that the 2019-20 credit targets had now been agreed, but it remained for the text to be agreed with this Committee and the Board. This would be brought to the May meeting of the Committee; however, the final version of the Outcome Agreement would be signed by the Chair of the Board and the Principal before being forwarded to SFC, by the due date of 30 April 2019.

G James made two comments in relation to the paper, the targets and the text:

- There is a need for a clear understanding of what happens to those students who do not complete their course. While this has been discussed before at previous committees it would be useful strategic data to collect for those students who achieve the bulk of their credits, but leave on the basis of a job offer related to their achievement while students at the College. Nevertheless, because of the process driven manner of the collection, recording and use applied to this data, each non-completion had an impact on the College KPIs and, potentially, achievement of credit targets. If the College could maintain a database of none-completions, the reasons why the students did not complete, their destinations and the

impact of their achievements at Ayrshire College on their contribution to the local/national economy, this would provide a valuable strategic database of information for use by the College, SFC and the Scottish Government. In other words, they may not have completed their studies, but their period of study at Ayrshire College was not wasted in terms of their value added and their contribution to the economy.

- Measure 10 of the Outcome Agreement National Measures, “Gross Carbon Footprint”, appeared to show the College actual and ambition “flatlining” with no progress being made between 2017-18 and 2021-22. The view was expressed that the College should seek to avoid complacency because of its previous excellent achievements and should maintain a firm ambition to keep reducing its carbon footprint on an annual measurable basis.

The Committee noted Paper 4 and asked that the above comments be considered by the Senior Management of the College, with a report back being made to the May 2019 meeting of the Committee.

8 2017-18 Sector KPIs Report (Paper 5) (P)

M McHugh introduced Paper 5 and took the Committee through its text and tables. In particular, M McHugh referred to the role of the KPIs, as validated and published by SFC, in supporting quality enhancement in the sector by helping colleges to evaluate their performance over time against each other. In noting this, the Committee commented that, while this was a laudable objective, it should also be noted that circumstances and the market for each individual college varied widely across the sector and it was not the case that comparisons in terms of KPI performance could ever be drawn on the basis of “like for like”.

A discussion followed during which a number of questions were asked. These included the need for data collection and presentation on the reasons underlying student withdrawals, which could provide a business information platform on which the College could present a case for investment to the Board. The Committee Chair suggested that there should be strategic discussion as to the College position in the Sector Performance figures. Such a discussion with the Board and EMT should take place recognising the specific local contextual challenges for the College. The positive progress was welcomed, however the next steps and forward strategic direction should be considered. Also discussed was the need to remain aspirational and the desire of LTC to engage with College Leadership on the strategic approach to enhancing aspirations. C Turnbull noted that it was the strategic context, in relation to the potential student market, that was likely to provide the most fertile area for such engagement. Staff put considerable effort into providing value added for the learners, but the KPIs, as currently required by SFC, focus on completion rather than distance travelled. As discussed within the previous item, distance travelled and the benefit gained is equally if not more important than completion.

The Committee noted the content of Paper 5 and agreed that, overall, it presented a very positive report.

9 2018-19 Semester 1 Student Satisfaction and Engagement Activities
(Paper 6) (P)

M McHugh introduced Paper 7, stating that the Quality Enhancement Team had worked in partnership with the Students' Association in undertaking the above Survey. M McHugh took the Committee through the paper as written, answering questions in the process. In particular, the Committee questioned the statement in line 3 of Appendix 1, which stated, "I received the information I needed to organise my funding in time". The survey averaged this out at 81% over the previous three years, approximately 10% lower than most other statements within the survey. In reply, M McHugh stated that this matter was being investigated and worked on as a matter of urgency, with a view to ensuring that students received this information at the earliest opportunity.

The Committee noted Paper 6 and welcomed the very positive trends in most areas. The Committee also noted and commended the work that had gone into obtaining and analysing the feedback that underpinned the Report's content.

10 2018-19 Credit Report as at 25 February 2019*(Paper 7) (P)*

M McHugh introduced Paper 7 and took the Committee through it. A number of questions were asked and satisfactory responses received. The Committee noted the positive position as set out in the tables contained within Paper 7.

The Committee noted Paper 7 and that the College was on course to meet its credit target.

12 Early Withdrawals at November 2018*(Paper 8) (P)*

M McHugh introduced Paper 2 and invited comments and questions. The Committee noted the largely positive direction of travel and welcomed the ongoing refinement of the Retention Tool, first introduced in 2016-17. The Committee also noted and welcomed the work being undertaken with Staff Teams in relation to the changes in bursary requirements introduced in 2018-19, particularly in terms of helping learners to understand the meaning of "demonstrating engagement".

Questions were asked in terms of the individual figures for the Kilmarnock Campus. M McHugh replied that further work was in progress designed to identify the reasons underlying these figures.

The Committee noted Paper 8 and welcomed the largely positive trends contained therein. The Committee requested that it be kept informed of the outcome of the further work being undertaken in relation to the Kilmarnock Campus figures.

13 Industry Programmes Progress Report (Paper 9) (P)

S Miller introduced Paper 9 and explained the progress being made under the various headings.

A number of questions were asked and answers received. S Millar confirmed to the Committee that the College was working with Spirit Aerospace in Prestwick, to maximise engagement with the Spirit Aerosystems Innovation Centre. In addition, S Millar was confident that new funding would start to flow through Ayrshire Growth Deal opportunities that would support upskilling and reskilling of the workforce. In response to a further question, S Millar confirmed his view that aerospace engagement would offer the opportunity to access the Ayrshire College Foundation innovation fund.

The Committee noted the above report and looked forward to receiving regular updates on progress as to these and future areas of development.

14 Student Support as at 8 February 2019 (Paper 10) (P)

J Thomson took the Committee through this standing item as written. The Committee noted the paper as self-explanatory and that there were currently no matters of concern in relation to student funding for 2018-19. Members also noted that an unsolicited in-year allocation had been made to the College by SFC. J Thomson confirmed that current projections were that these additional funds would not be required and would be returned to SFC. SFC was aware of this position.

The Committee noted the above report

15 Corporate Risk Register 2018-19 (V3): LTC Extract (Paper 11) (R)

J Thomson introduced the draft LTC extract from V3 of the Risk Register. The draft was discussed and a number of questions asked and satisfactorily answered.

The Committee agreed the following in relation to the Risks contained within the extract:

L&T1 – Reduced to 6 in light of the content of Paper 7 above.

L&T3 – Reduced to 9 to reflect work currently underway.

L&T5 – Increased to 15 to reflect forecasts contained in Paper 9 above.

The remaining Risks to be maintained at the same levels.

Received for Information

16 2017-18 Evaluative Report and 2018-21 Enhancement Plan 2019 (Paper 12) (R)

Paper 12 was received for information and the Committee noted the confirmation that it had been endorsed by SFC and Education Scotland and would be published in due course.

The Committee also noted that a further Report and Plan would be prepared in 2020, before moving to a three yearly preparation and submission cycle thereafter.

- 17 Date of Next Meeting:** The next meeting will be held on Thursday 30 May 2019 at 4.00 pm, Kilmarnock Campus Boardroom.

(C/P) Confirmed minutes will be published

(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

Ayrshire College # 484082
06/13/2019 16:39:11

Present: Gordon James (Chair)
Margarette Bryan
Hazel Murphy (Vice Chair)

In attendance: Brendan Ferguson (Board Secretary)
Michael Breen (Vice Principal)
Ann Campbell (Vice Principal)
Ellie Onions (Exec. Asst. Board Office)
James Thomson (Director, Finance and Skills)
Joanne Buchanan (Mazars – External Auditors)
Scott Peterson (BDO – Internal Auditors)
Claire Robertson (BDO – Internal Auditors)

1 Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting, and in particular Anne Campbell to her first meeting of the Audit Committee. There were no declarations of interest.

2 Apologies

Apologies were received from Committee Member Steven Wallace and VP People and Skills, Jane McKie.

3 Minutes of the Previous Meeting held on 27 November 2018 (Paper 1) P

The minutes were approved as a correct record.

Proposed: Hazel Murphy
Seconded: Margarette Bryan

4 Matters Arising and Action Tracker (Paper 1A)

Page 2, Item 5.1, Para 5 – The Board of Management Report and Financial Statements to July 2018 was finalised as agreed in the minute of the meeting of 27 November 2018.

Action Tracker: Items 1 to 5 and 7 to 8 were all confirmed as completed. The Chair undertook to conclude with the Chair of LTC the scope of the Student Curriculum/Experience Review. *(Item 6 on the Action Tracker)*

Action: Chair to discuss scope of the Student Experience Curriculum Review with Chair of LTC.

5 2018-19 Internal Audit Report: IT Security (Paper 3) (P)

S Peterson (BDO) took the Committee through Paper 3, its conclusions and recommendations, explaining the findings reached. In summary, S Peterson concluded that the findings indicated a good control environment, but one where some improvements had been identified to ensure that the controls operate consistently across the College.

As this was the first BDO report considered following their appointment, the Chair congratulated BDO on the quality of the written report and stated that it was very clear and easily comprehensible.

A discussion followed during which BDO confirmed, in response to a question, that there would be follow-up to ensure that all actions had been completed, as agreed, and that the progress would also be listed in the annual report.

In relation to Recommendation ref 2, Account Lockout Policy, which had not been agreed by the College, the Chair asked where the risk sat in relation to not implementing the password lock. M Breen and J Thomson set out the College rationale for not accepting the recommendation, in the process explaining how a systems lockout could be detrimental to some of the most vulnerable students. Rather, secondary measures were in place to mitigate against any risk of not imposing lockout.

The Committee noted the above rationale for not accepting the recommendation, but felt that a fuller explanation was required before the Audit Committee could determine whether to accept the BDO recommendation

The Committee approved Paper 3 subject to the caveat contained in the action below.

Action: The College Management to discuss with BDO Recommendation ref 2, and bring a fuller explanation to the next meeting of the Committee as to why it feels this recommendation should not be accepted.

6 2018-19 Internal Audit Report: Risk Management (Paper 2) (P)

C Robertson, BDO, took the Committee through Paper 2 and stated that the College had excellent Risk Management processes in place, as reflected in the report, with only one low level recommendation identified.

The Chair, on behalf of the Committee, welcomed Paper 2 and congratulated the College Team responsible on the receipt of such an outstanding report.

The Committee noted and approved the content of the above Report and welcomed the conclusions.

7 2018-19 Internal Audit Report: Financial Planning (Paper 4) (P)

C Robertson introduced Paper 4 and stated that the audit had not identified any recommendations surrounding the College Financial Planning controls, and was able to provide substantial assurance over the budget setting and monitoring arrangements in place within the College.

The Committee welcomed the above report and the process excellence highlighted. The Committee commended the College Finance Team.

The Committee noted and approved the above report, and welcomed the substantial assurance received.

8 2018-19 Internal Audit: Progress Report (Paper 5) (P)

C Robertson introduced Paper 5 and explained that the Report set out the progress of the internal audits against the Plan agreed by the Audit Committee. The progress reports will translate into the Annual Report prepared by BDO and presented to the Audit Committee following the completion of the 2018-19 academic year.

The Chair in noting the Progress Report queried the lack of KPIs contained within, specifically in relation to actual dates of audit undertaking against the planned dates. The Committee agreed that it would benefit from the inclusion of this KPI within future Progress Reports.

The Committee noted and approved the above report and asked BDO to note the above comment in relation to KPIs within future reports.

In light of discussion that took place at the Extraordinary Meeting of the Board of Management held on 12 March 2019, it was agreed that discussions should be held with BDO on bringing forward the Commercial Income Generation Audit. In addition, the Flexible Workforce Development fund should be added to this Audit and additional days used, as appropriate, as set out in the minutes of the meeting of this Committee held on 18 September 2018.

Action: Discuss with BDO the bringing forward of the Income Generation Internal Audit, with the addition of the Flexible Workforce Development fund and the use of additional days as appropriate.

9 2018-19 Internal Audit Rolling Action Plan at March 2019 (Paper 6) (P)

J Thompson introduced Paper 6. It was noted that all internal audit action points from previous internal auditors Scott Moncrieff had been completed. As such, there was nothing new to report to this meeting of the Committee and the Rolling Action Plan would resume with the agreed points raised within the BDO internal audits.

Paper 6 was noted by the Committee.

10 Date of Next Meeting – Tuesday 11 June 2019, 4pm at the 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

A/P - Already published on the College Website

C/P - Confirmed minutes will be published on the College Website

Reserved Items on the next page.

Ayrshire College # 484082
06/13/2019 16:39:11

Reserved Items

(Paper 11)

Present: Willie Mackie (Chair)
Nicki Beveridge
Barbara Graham
Gordon James
Alan Walker
Tom Wallace

In attendance: Brendan Ferguson (Board Secretary)

1 Welcome and Introductions

The Chair welcomed members to the meeting and stated that this meeting would consider the extension of appointments of existing Board Members whose periods of appointment would expire on 31 July 2018 and who had indicated that they wished to be considered for an extension of appointment. The Chair added that one Board Member, Barbara Graham, had indicated that she did not wish to be considered for extension of appointment after 31 July 2016 and would, therefore, not be considered at this meeting.

The Committee thanked Barbara Graham for her outstanding service as a Board member, not only of Ayrshire College but also within the legacy colleges, and wished her well in the future.

2 Apologies

Apologies were received from Prof. Alan McGregor

3 Declarations of Interest

Declarations of interest were received from Committee Member Nicki Beveridge whose extension of appointment would be considered at this meeting. It was agreed that Ms Beveridge would leave the meeting while the application for extension was considered.

4 Minute of previous meeting (Paper1) P

The minute of the meeting held on 15 June 2017 were approved as a correct record.

Proposed: Nicki Beveridge. Seconded: Barbara Graham

5 **Board Member Re-appointment: Board Secretary's Briefing** (*Paper 2*) P

The Board Secretary reminded members of the terms under which an extension of non-executive member's first period of appointment could be considered as set out in the *Ministerial Guidance on College Sector Board Appointments*, the *Code of Good Governance for Scotland's Colleges* and the *Board Development Framework Guidance Notes for Boards in the College Sector*, relevant extracts of which were contained in a briefing note, Paper 2, prepared and circulated to members by the Board Secretary. In addition to reviewing the effectiveness of each member's performance in the period since their appointment, the Board was also required to take into consideration whether the needs of the board would be most effectively met by extending an appointment or by making a new appointment and whether the benefits of continuity provided by an extension would balance the potential opportunity to increase the range of relevant skills, knowledge, experience and attributes on the board by making a new appointment through open competition.

6 **Board Recruitment Exercise 2018: Proposed Timeline.** (*Paper 4*) P

The Chair reminded those present that there already existed a vacancy within the non-executive membership of the Board. In addition, two further non-executive board members, Prof Alan McGregor and Barbara Graham had indicated that they would retire from the Board following the last board meeting of the 2017-18 academic year. This meant that there would be a minimum of three vacancies within the non-executive membership to fill before August 2018 and a recruitment exercise was therefore required.

The proposed timeline for the recruitment exercise was approved. It was recognised, however, that in approving the timeline, events beyond the control of the Committee may play a role in determining the actual timeline followed.

7 **Board Recruitment Exercise 2018: Proposed Recruitment Literature** (*Papers 5 and 6*) R

In introducing this item, the Chair emphasised that as part of a Board recruitment exercise it was always necessary to emphasise the Board's commitment to diversity and its desire to achieve a membership which reflected the diversity of the population of Ayrshire. The Chair also reminded members of the board membership gender legislation currently completing its passage through the Scottish Parliament and of the need to retain vigilance in ensuring an appropriate gender balance within the membership of the Board. Members noted that the Ayrshire College Board of Management had always been committed towards maintaining diversity of appointments and at the same time ensuring a gender balance within its membership, but were aware that gender balance would shortly be contained within legislation.

In considering the proposed literature to accompany the recruitment exercise, a number of comments were made and it was agreed that the Board Secretary would liaise with N Beveridge, the Chair, HR and Marketing in finalising and advertising the recruitment documentation.

The Committee agreed that the Board Secretary should liaise as above in the final preparation of the recruitment documentation and, in particular, liaise with HR and Marketing in ensuring diversity of circulation and publication of the recruitment literature.

8 Appointment of an External Member to the Committee as Full Member of the Recruitment Process.

The Committee agreed that Mr Douglas Mundie be invited to Join the Committee as the external recruitment member.

9 Date of next meeting: To be arranged

Ayrshire College # 484082
06/13/2019 16:39:11