AYRSHIRE COLLEGE BOARD OF MANAGEMENT MEETING
TO BE HELD ON 19 JUNE 2025 AT 4.00 PM
BOARDROOM, KILMARNOCK CAMPUS

AGENDA

Part A – Welcome, Report and Minutes

1	Welcome and Declarations of Interest	
2	Apologies	
3	Minute of the meeting held on 27 March 2025	Paper 1 (FMcQ) (C/P)
	• Board of Management Action Tracker	Paper 1A (FMcQ) (P)
4	Matters Arising	
5	Item for Homologation	Paper 2 (HD) (R)
6	Student Association Report Q4	Paper 3 (DH/CS) (P)
7	Chair's Report	Paper 4 (FMcQ) (P)
8	Principal's Report	Paper 5 (AC) (R)

Part B – For Discussion, Decision or Approval

9	Board Recruitment		Paper 6 (FMcQ) (R)
10	Chairs SNC proposal		Paper 7 (FMcQ) (R)
11	2025-2026 Internal Audit Plan		Paper 8 (ARi) (P)
12	Performance Dashboard Q4	Link to Dashboard	Verbal (ACa/ARi/DD) (R)
13	Strategic Risk Register		Paper 9 (ARi) (R)
14	Update on Assurance Mapping Process		<mark>Paper 10</mark> (ARi) (P)
15	2025-26 Budget		Paper 11 (AR) (R)

Part C – Standing Committee Business: For Review or Approval

16	Committee Chairs Reports on 4th Quarter Committee Meetings	
	• Learning & Teaching Committee 29 May 2025	Paper 12 (AS) (P)
	• RemCo 26 June 2025	Verbal (AS)
	• BRIC Committee 03 June 2025	Paper 13 (MW) (P)
	• Audit & Risk Committee 10 June 2025	Paper 14 (SW) (P)
17	Confirmed Standing Committee Minutes	
	• Learning & Teaching Committee 06 March 2025	Paper 15 (P)
	• BRIC Committee 11 March 2025	Paper 16 (P)
	• Audit & Risk Committee 18 March 2025	Paper 17 (P)

Part D – To Receive for Information

18   **AOCB**

Date of Next Meeting: Thursday 25 September 2025

(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(R) Papers will not be published for reasons of commercial sensitivity or for reasons of personal data confidentiality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 Kilmarnock Campus and
via Video Conference Using Microsoft Teams
on Thursday 27 March 2025**

Present:

Fiona McQueen	Chair (From Item 13)
Matthew Wilson	Vice Chair
Alison Sutherland	Senior Independent Member
Tracey Dalling	Non-Executive Board Member
Jane Grant	Non-Executive Board Member
Gillian Longmuir	Non-Executive Board Member
Sharon Morrow	Non-Executive Board Member
Michael Ross	Non-Executive Board Member
Iain Shearer	Non-Executive Board Member
Chris Boyce	Elected Member, EIS-FELA Teaching Staff
Darcie Hamilton	Elected Student President
Connor Skipsey	Elected Student Vice President
Janette Moore	Elected Member, Curriculum Staff (From Item 14)
Angela Cox	Principal, Ex-Officio

In attendance:

Anne Campbell	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 Vice Chair welcomed all present to the meeting and chaired the meeting in the Chair's absence until item 13.

   M Wilson declared an interest in the aeronautical components of the discussions that would be taking place which are associated with his employment at Glasgow Airport.

2. **Apologies**

   Apologies were received from Jason Currie, Non-Executive Board Member, Gordon Neil, Non-Executive Board Member, and Lisa Keggans, Elected Member, Service/Support Staff.

   The meeting was confirmed as quorate.

3. **Minutes of the Previous Meeting held on 19 December 2024** *(Paper 1) (P)*

   The minutes were approved as a correct record.

   Proposed: Angela Cox   **Seconded:** Gillian Longmuir

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

All actions due in the period were noted as complete.

4. **Matters Arising**

There were no outstanding matters arising from the minutes.

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

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

The Board noted:

- During February, Refreshers events took place across all campuses which were met with great engagement from students and resulted in more students joining more events and clubs.
- The College recognised LGBT+ History Month during February when various events took place across the College in order to celebrate this event.
- In March, the Student Association took part in Neurodiversity Celebration Week and were on each campus to offer information, support and raise awareness.
- The team are working with Martin Hammond, Head of Health, Safety and Wellbeing to introduce Deaf Awareness and Mental Health campaigns.
- The Student Association extra curricular fund received 25 applications, 23 of which were successful. The fund was exhausted in early February and is now closed.
- The Student Satisfaction and Engagement Survey (SSES) has been circulated to students via email and also via CQMs and social media. So far, there have been 1,700 completions of the survey and the SA will continue to encourage more completions prior to the April deadline.
- The Brighten our Campus campaign is ongoing and new planters will be introduced on each of the campuses ready for Spring.
- The Virtual Reality Student Association project is well underway and a soft launch will take place week commencing 31 March.
- The Student Association have put forward a proposal to the VIEW Group regarding introducing an official Ayrshire College flower. This has been approved and the next stage will be to confirm a flower and then implement this campaign. The two flower options are a blue columbine or a blue cornflower and these options will be put to staff and students to vote.

A Sutherland commented that it was a great report and well received by the LTQ Committee.

The Board noted the report as presented.

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

This item was moved down the agenda and taken at the end of the meeting.

The Chair provided an update on activities carried out since the previous Board Meeting as presented in the report.

In addition to this, the Chair provided an update regarding her formal appointment as Chair of the Scottish Police Authority. She stated that she plans to submit her resignation as Chair of the Board of Management to Minister Graeme Dey to allow the Scottish Government to start the public appointments process. The Chair will work closely with ELT and H Denholm to ensure a smooth transition to an interim Chair until the formal process is completed.

Board members congratulated the Chair on her appointment and looked forward to continuing to work with her over the coming months prior to her departure.

The Board noted the report as presented.

8. **Board & Committee Programme of Meetings AY2025-26** *(Paper 5) (P)*

H Denholm referred to Paper 5 and noted that the proposal was based on the current academic year and addressed feedback which had been provided around the timings of meetings and introducing a joint ARC and BRIC meeting during the second cycle in order to review the Financial Statements only.

It was suggested that meetings should be rotated around the three campuses, at least once during the academic year, in order for Board Members to have visibility across the College.

Decision: BOM49-D01: The Board approved the AY2025-26 Programme of Meetings subject to consideration being given to rotating meetings across the three campuses.

10. **Board Responsibilities & Standing Orders Annual Update** *(Paper 7) (P)*

H Denholm referred to Paper 7 which presented an annual update of the Board Responsibilities and Standing Orders.

The Board noted:

- The updates made were highlighted in the paper for easy reference.
- The next review would be due in March 2026 and the Scheme of Delegation would also be reviewed at that time.

Decision: BOM49-D03: The Board approved the changes presented.

11. Student Association Constitution *(Paper 8) (P)*

D Hamilton introduced Paper 8 and summarised the key points.

The Board noted:

- The Constitution is reviewed every 3 years and the Student Association have set a deadline of 30 June 2025 for the current review.
- The Learning, Teaching and Quality Committee were asked to consider the proposed changes and recommended the report for approval by the Board of Management subject to minor changes which had now been included.
- An executive summary had been introduced in order to make it easier for students to read and understand.
- The document would go live on 1 July 2025 following approval.

M Wilson suggested including the executive summary at the beginning of the document, as this is a common formatting practice for similar documents.

Decision: BOM49-D04: The Board approved the Student Association Constitution.

17. Mainstreaming Equality Report 2023-2025 and Equality Outcomes 2025 – 2029 *(Paper 13) (P)*

D Davidson referred to Paper 13 and noted that this report follows a progress review in April 2023 and an interim report in 2024, focusing on the Equality Outcomes which were set for the period 2021-2025. The report also proposes Equality Outcomes for the period 2025-2029. The report was received very positively by BRIC and recommended to the Board for approval.

D Davidson noted that S Morrow had sent on amendments via email therefore these would be taken into account in the final version.

Decision - BOM49-D07: The Board approved the Mainstreaming Equality Report 2023-2025 and Equality Outcomes 2025 – 2029

18. Committee Chairs' Reports on 3rd Quarter Committee Meetings *(Papers 14,15 & 16)*

The Board received a written report from each Committee Chair 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.

The Board noted the report from each Committee Chair.

19. Confirmed Minutes: Standing Committees *(Papers 17, 18 & 19)*

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

- Learning, Teaching & Quality Committee 28 November 2024
- Business, Resources & Infrastructure Committee 03 December 2024
- Audit & Risk Committee 10 December 2024

The Board received the above minutes from noting.

20. AOCB

<u>AI Toolsets</u>

A Ritchie noted that with regards to Board members using any AI tool such as Copilot which are provided out with the College IT operating environment, these must not be used. Licences for MS Copilot can be provided to Board members in order to cover data under College protections. Training can be provided as required and the ICT Team will be in touch with members to ascertain IT and licence requirements.

21. Date of Next Meeting: Thursday 19 June 2025 at 4pm

(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 50 – 19 June 2025

Meeting Date	Agenda Item	Reference	Details	Action Owner	Due Date	Action / Decision	Open / Complete / Approved / Declined
27.03.25	Board & Committee programme of Meetings AY2025-26	BOM49: D01	The Board approved the Board & Committee programme of Meetings AY2025-26	NA	NA	Decision	Approved
27.03.25	Board Recruitment 2025	BOM49: D02	The Board approved the Board Recruitment 2025 proposals	NA	NA	Decision	Approved
27.03.25	Board Responsibilities & Standing Orders Annual Update	BOM49: D03	The Board approved the Board Responsibilities & Standing Orders Annual Update	NA	NA	Decision	Approved
27.03.25	Student Association Constitution	BOM49: D04	The Board approved the Student Association Constitution	NA	NA	Decision	Approved
27.03.25	Property Update	BOM49: D05	The Board approved the settlement of the Kilwinning PFI residual value	NA	NA	Decision	Approved
27.03.25	Strategic Risk Register	BOM49: D06	The Board approved the 2024-25 Strategic Risk Register as at February 2025	NA	NA	Decision	Approved
27.03.25	Mainstreaming Equality Report 2023-2025 and Equality Outcomes 2025 – 2029	BOM49: D07	The Board approved the Mainstreaming Equality Report 2023-2025 and Equality Outcomes 2025 – 2029	NA	NA	Decision	Approved

Ayrshire College

Board of Management Meeting

19 June 2025

Subject:	Student Association Report (Q4)
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.
Action Required:	To note
Appendices:	Yes

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1. **Executive Summary**

   The Student Association team consists of two elected officers. The Student President, Darcie Hamilton and Student Vice President, Connor Skipsey. The Student Association is governed by a Student Executive Committee within which students hold various volunteer 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

Campaigns and Events
This year, we took part in Neurodiversity Celebration Week from the 17th to the 23rd of March. We had pop up stalls on each campus where we gave away limited edition wrist bands, raised awareness of neurodiversity and signposted students to the College's different support services available. We also put student artwork on display at the Ayr Campus. The art pieces were what the HIVE and ASN students felt represented Neurodiversity to them.

Charlotte Mitchell, the Equality and Diversity Performance lead, liaised closely with CDN to enable the College's participation in a Neurodiversity Celebration Week Podcast series that featured an episode with Connor Skipsey and other episodes with students. The podcast series was launched during the celebration week and is available on the CDN website.

We delivered the Pathways of Hope campaign, also in March, and this aimed to raise awareness of suicide and to provide students with vital mental health resources. We created a Sway that included lots of support organisations and how to contact them as well as lots of details on what was available for student mental health in the College. It also included a link to the Ayrshire College Mind Thyself App which features a wide variety of NHS approved mental health resources. Students could also get involved on the Pathways of Hope campaign by joining us for a walk and talk, which was aimed at boosting well-being. The Pathways of Hope campaign was promoted using a logo designed by Ayrshire College Student Brandon Miller, who went up against other students in a competition to design the logo.

2. Current Situation

Campaigns and Events
The 5th of May to the 11th of May is Deaf Awareness Week and we will be taking part. We've been pleased to work closely with Emma Stuart, one of the BSL Communication Support Workers at the College and we have put together a suite of resources for students that will both raise awareness and educate them on what it's like to be deaf. Emma will additionally be participating in our on-campus activities where she will offer live demonstrations of BSL to students.

The following week, the 12th to the 18th of May, is Mental Health Awareness Week. For this year's Mental Health Awareness Week, we're going to be running some Green Spaces Happy Faces sessions where we'll be inviting students to join us in the well-being gardens for some outdoor time which will include planting seeds, flowers and vegetables. We will also be re-issuing the Pathways of Hope Sway just to make sure students do have access to those important mental health resources.

Class Ambassador Programme
The Class Ambassador Mid-Year Review was completed in March and the results reviewed. The survey asks our Class Ambassadors about a range of elements relating to the programme with a view to making improvements. The survey responses painted a very similar picture to last year however we

were pleased to note improvements in students finding the online training module easy to use, however we note that getting suitable times for the follow up part of the training remains challenging. We were also pleased to note some improvements in the contact between Class Ambassadors and Curriculum Quality Managers, however we do still feel this area requires development and improvement. There was a 12% increase in students saying they felt they could influence decisions in their curriculum area, which is very encouraging. Another significant area of improvement was the Ambassadors finding the teams page to be useful (16%). Overall, we are satisfied that the programme remains fit for purpose.

Projects
The Nexus, which is the name for the Student Association Virtual Reality Platform, has gone through a soft launch out to the student body. We were pleased with the initial uptake and to note that students were interacting with the content. There has also been very positive verbal feedback so far. Our next steps will be to work with the Student Induction working group to look at how we integrate The Nexus into Induction practices. We will also be looking to share this out with the Curriculum Teams in due course. If any members would like to visit The Nexus they can do so by following this link: www.framevr.io/sa-nexus

For the Brighten our Campus project, we are starting to see the results of previous planting, particularly at the Kilmarnock Campus, and are now putting more plans in place to do more gardening activities at the Ayr and Kilwinning campuses. We're hoping to get some good work done over the summer and have welcomed the input of the Estates team who had been an excellent support to us in this project.

We suggested the introduction of an Ayrshire College Official Flower and are pleased to advise that students and staff alike voted on the options available and have chosen the Blue Columbine. We have set aside some budget to purchase both seeds and plants and will work with estates and interested students to agree on appropriate planting sites. We are also hoping to work with the marketing team to launch the official flower. Our thanks go to everyone involved thus far.

Other
Student President Nominations and Elections are currently underway with The Student Association Advisor taking the lead on administering it. There are five candidates standing, and voting is open throughout the week of 12th of May. The Vote will close on Friday the 16th of May with the results being announced shortly after.

The Student Association Constitution review has now been completed, and we would like to thank the SLT team and our Student Executive Committee for their excellent support with the review. The Board approved the updated Constitution and related Executive Summary at the last Board meeting and these documents will go live on the 1st of July 2025. They will be hosted on the Ayrshire College website, and we will launch both documents to the students as part of our Welcome to Ayrshire College activities in early September 2025.

The Student Association now has a live SharePoint tile on the new College Viva Connections which includes a copy of The Constitution, the Executive Summary, a link to The Nexus and will also include upcoming events.

<u>End of Year</u>
In preparation for the end of the academic year, the team will be working towards their end of year evaluation which will measure against our TEOP and deliverables for the year. We will also look at our upcoming TOEP and year ahead planning. This will include working with some key colleagues across the college to develop our programme of campaign activity for the following academic year, this is with a view to streamlining our work and continuing our partnerships within the college.

3. Proposal

The Student Association will look to complete the activities around The Student President Elections in a timely manner and announce the winning candidates in due course.

Additionally, we will work with a variety of college teams to make The Nexus available to staff as a resource, and to further promote The Nexus to the Students.

The Student Association team will commence planning works that will look ahead to the 2025/2026 academic session.

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 that is having a positive impact on students. We continue to look at our development opportunities and engage in meaningful projects.

Darcie Hamilton   *Connor Skipsey*
Student President   *Student Vice President*
13 May 2025   *13 May 2025*

This paper will be published on the College website.

Ayrshire College   *(Paper 4)*

Title of Meeting: Board of Management Meeting

Date: 19 June 2025

Purpose: The purpose of this report is to update Board Members on activities carried out by the Chair since the 27 March 2025 College Board meeting.

Recommendation: To Note

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1. Executive Summary

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

- meetings associated with Colleges Scotland
- Internal meetings
- Board Development activities
- Board Recruitment activities

2. Associated Risks

N/A

3. Equality and Diversity Impact Assessment

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

4. Publication

This paper will be published on the College website.

5. Stakeholder Engagement

I continue to meet with our stakeholders and partners, by way of ongoing dialogue. Whilst there are always opportunities for improved working relationships, the feedback I am receiving is very positive with regards to Ayrshire College provision and its relationships.

We have invited more strategic level external stakeholders to our Board events and meetings throughout AY 2024/25, as per the Annual Board Development Plan.

- **Other Engagements**

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

- Recruitment Q&A sessions on 02 & 23 April
- College Chairs Group 22 April
- Board member Briefing 15 May
- College Chairs Group 20 May
- Excellence Awards

b. Future activities

- Colleges Scotland Board Meeting 26 June
- Performance, Review & Renumeration Meeting 26 June

- This will be my last Board meeting as Chair of the Board of Management. As Board members know I tendered my resignation to the Minister and I complete my term of Chair on 30 June 2025.

- It has been an enormous privilege to carry out the role of Chair of Ayrshire College Board and be part of such an important organisation for Ayrshire. The decision was not made lightly however, as I take up the role of Chair of the Scottish Police Authority, I would not be able to devote sufficient time to my college role. I have greatly valued the opportunity to work alongside my fellow board members and the highly skilled executive of the College. I am proud of what we have accomplished together and am confident that the Board will continue to thrive.

- The Scottish Government have advised that recruitment for a replacement Chair will commence at the end of 2025, will formal appointment likely to be mid-2026.

- I am delighted that Sharon Morrow has offered to put herself forward for the Interim Chair of the Board of Management, with continued support from Matthew Wilson as the Board Vice Chair & Alison Sutherland as the Senior Independent Member.

- The Board recruitment recommendations are being presented to the Board at this June Board meeting.

6. Our Governance

a. Chairs Meetings

The Chairs meeting took place on 22 April where we discussed combining the Chairs meetings and Terms of Reference with the Search & Nomination Committee to make best use of Board resources, and we present our recommendations to the Board for this June Board meeting.

b. Board and Committee Membership and Recruitment

The Search & Nomination Committee shortlisted and then interviewed in May for the Non-Executive Board Member vacancies, and we present our Board recruitment recommendations to the Board for this June Board meeting.

c. Board Member Development

- Leading for Learning opportunities – those Board members who expressed an interest in participating with this development were offered departmental visits.
- From the visits completed to date, valuable insight was gained into the Humanities Department, plus the Business Engagement & Innovation Department.
- Board members fed back on the positive engagement with schools and students, the amount of change and course adaptation to ensure relevance and completion, staff feeling supported and empowered, and the high level of caring for the students.
- Board members observed the Strategic Ambitions in action, for example with Enabling the Future where change is very much to the fore to help drive commercial income, with focus on specific sectors to help satisfy industry needs, and opportunities such as venue hire bringing in additional income. There was also an increased awareness of how our Strategic Ambition can be affected by some constraints and limitations often out with our control.

- Board Members are reminded to ensure that they have completed mandatory CDN induction & the College mandatory recommended courses.
- Opportunities for further development are also published on the CDN website and 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. This includes learning via the Staff Learning Portal, and the LinkedIn Learning Account Licences.
- New information continues to be shared in the "Board members Knowledge & Development Bank" Teams page.
- The Annual Board Development plan will be updated quarterly, with updates being shared on the "Board members Knowledge & Development Bank" Teams page.

7. Trade Union Nominees on Boards

Unison advised that only one nomination was received, thus the individual was duly elected. The Board are requested to ratify this appointment with the recruitment paper.

8. Our Communications

Board members continue to receive Ayrshire College All Staff Emails, with the Board Governance Adviser issuing any additional specific communications regarding development opportunities and meetings as required.

The Student President will also forward to the Board Governance Adviser selected specific communications for highlighting with Board members.

The new College website is now launched, alongside Viva Connections, with more information about the Board's purpose and activities, plus a Board news items section. Please direct any Board News suggestions to the Board Governance Adviser for publishing.

<div align="right">

Fiona McQueen
Chair, Board of Management
19 June 2025

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Ayrshire College   (*Paper 8*)

Title of Meeting: Board of Management

Date: 19 June 2025

Title: **2025-26 Internal Audit Plan**

Purpose: The purpose of this report is to present the 2025-26 Internal Audit Plan. The plan was considered and approved for submission to the Board of Management by the 10 June 2025 Audit and Risk Committee

Recommendation: Board Members are requested to approve the 2025-26 Internal Audit Plan.

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1   Executive Summary

The plan (**Appendix 1**) outlines the internal audit plan for the upcoming academic year, aimed at ensuring effective internal controls and addressing key risk areas. The plan was presented and considered at the 10 June 2025 Audit and Risk Committee meeting.

The purpose of the plan is to provide assurance on the effectiveness of the College's internal controls, risk management and governance processes. The plan covers various areas including financial and non-financial systems, governance, IT systems, and student-related audits.

The College Audit Needs Assessment (CANA) is split into sections and provides a commentary on the internal audit assignments. The CANA indicates the audits undertaken since 2020-21 and the planned work for 2025-26, expanded to include other areas that may be subject to future audit assignments.

- The **Financial Systems** section includes a review of Financial Regulations to ensure practical guidance and control over the College's resources. It also covers alternative/non-SFC funding sources, ensuring compliance with regulations and effective management.

- The **Non-Financial Systems** section includes an audit of external communications, including the website to ensure effective communication practices.

- The **Strategy and Planning** section covers strategic/operational planning to ensure alignment with strategic objectives and continuous improvement.

- The **Student** section includes an audit of the Student Voice to assess the effectiveness of student representation in decision-making processes.

- The **IT Systems** section covers cyber incident response planning to ensure the College is well-prepared to manage future cyber incidents.

2   Associated Risks

There are no further risks required to be considered because of this report.

3   Equality and Diversity Impact Assessment (EqIA)

There are no issues or recommendations contained within this paper that require an EqIA to be undertaken.

4   Publication

This report will be published on the College website.

Alan Ritchie
Vice Principal, Finance and Infrastructure
19 June 2025

Ayrshire College

(Paper 8 (1))

Internal Audit Plan 2025/26

May 2025

Table of Contents

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 2 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.

Also, 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 effective from January 2025, as well as the requirements of the Public Sector Internal Audit Standards.

Terms of Reference – Internal Audit

The provision of the IAS by Wbg is covered by the letter of engagement dated 16 August 2022.

Preparation of Audit Plan

This Plan was developed following discussions with the Vice Principal Finance and Infrastructure and the Chief Financial Controller.

Formal Approval

The original Audit Needs Assessment was presented to the Audit & Risk Committee for approval on 13 September 2022. This Plan covers the period 2025/26 and will be presented to the Audit & Risk Committee for approval on 10 June 2025.

Operational Plan

2025/26

External Communications - Website

wbg

Audit area	High level indicative summary scope	Total number of days
External Communications - Website	The purpose of this assignment is to review the external communications methods adopted by the College to liaise with key stakeholders and in particular the College website. This review will encompass reviewing the use of external communications channels to understand how the College engages with their stakeholders and how this shapes their communication strategy. Our objectives for this review are to assess whether: | There is an effective external communications framework in place which operates effectively in line with defined policies and procedures. | The College has a detailed Communications Strategy that is designed to allow the College to communicate effectively and meet their core objectives. | The College adopts a variety of methods to communicate with stakeholders removing any inherent barriers to information. | The communication methods adopted are suitable for the College and allows for effective operations. | The College effectively gathers feedback from their key stakeholders on the methods adopted and ensure actions are raised for areas of improvement. | The College have robust mechanisms in place to measure their communication strategies through statistical analysis and stakeholder engagement. | The College website is robust to ensure sufficient information is provided to key stakeholders. | There are appropriate controls in place to ensure only approved personnel can post on the website.	5

Strategic Planning

Audit area	High level indicative summary scope	Total number of days
Strategic Planning	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. Our objectives for this review are to assess whether: ⎮ 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

Financial Regulations and Compliance

Audit area	High level indicative summary scope	Total number of days
Financial Regulations and Compliance	The purpose of this assignment is to perform a high-level review of the Financial Regulations in place at Ayrshire College, to provide assurance that key financial controls are suitably designed and operating in line with documented procedures. This review will include a review of the processes relating to purchasing, income, cash and banking and fixed assets. Our objectives for this review are to assess whether: | Efficient and effective procedures and controls are in place for key finance processes. | Adequate segregation of duties are in place. | There is adequate management oversight of finance processes.	4

Cyber Incident Response Plan

Audit area	High level indicative summary scope	Total number of days
Cyber Incident Response Plan	We will undertake a review of the arrangements in place for the implementation of the Cyber Incident Response Plan. Our review will consider whether this follows best practice and whether there has been proper communication throughout the process. Our objectives for this review are to assess whether: ⏐ The College has appropriate arrangements in place surrounding the implementation process of the Cyber Incident Response Plan and these arrangements are documented and followed. ⏐ The Cyber Incident Response Plan is aligned with best practice for the College and that it is appropriate for the College needs. ⏐ The Incident Response Plan has been approved by Senior Management team and has been properly communicated to the College. ⏐ The College has provided an appropriate training programme and staff are prepared for a cyber-attack and prepared for recovering if a cyber-attack occurs.	5

Non-SFC Income

Audit area	High level indicative summary scope	Total number of days
Non-SFC Income	The purpose of this assignment is 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. Our review will consider commercial income as well as Construction Industry Training Board (CITB) income. Our objectives for this review are to: | Establish and evaluate any strategies in place to ensure the College is maximising its commercial business opportunities. | Consider income targets of the College and whether these are met along with costs associated and how these are monitored. | Establish and evaluate the current practices and processes adopted by the College to determine if this is the most efficient and effective use of resources. | Establish the nature of the work done by the College, i.e. areas covered, areas the team are responsible for etc. and whether the staffing structure is appropriate. | Establish the links (communication and others) between the various business areas of the College regarding commercial income and how income can be increased. | Assess whether the day to day processing of commercial income is being managed effectively, including billing, compliance to grant conditions and classification.	6

Student Voice

Audit area	High level indicative summary scope	Total number of days
Student Voice	The purpose of this assignment is to evaluate the effectiveness of current student voice arrangements in place at the College and assess the robustness of the governance structures in supporting its operation and strategic development. Our objectives for this review are to: | Assess the adequacy and alignment of the College's Student Voice arrangements. | Evaluate the effectiveness, accessibility, and inclusivity of mechanisms in place for capturing and engaging with student feedback across all areas of the College. | Determine the extent to which student feedback is acted upon in a timely and transparent manner, and to assess the impact of resulting actions on the student experience. | Review the training, support, and resources provided to student representatives and staff involved in Student Voice processes, ensuring they are sufficient to enable effective participation and engagement. | Benchmark current Student Voice practices against sector expectations and good practice, identifying areas for enhancement and opportunities for innovation.	5

Funding Reviews and Follow Up Reviews

Audit area	High level indicative summary scope	Total number of days
EMA	Mandatory review of the Education Maintenance Allowance Return.	4
SSF	Mandatory review of the Student Support Funds Return.	4
Credits	Mandatory review of the Credits Return.	7
Follow Up Review	The purpose of this ongoing review is to assess whether the College has appropriately implemented the internal audit recommendations made in 2024/25 and earlier years. Our review will consider all outstanding recommendations to provide the Audit & Risk Committee with independent assurance that we are satisfied that these recommendations have been fully implemented by the College and can therefore be removed from the rolling audit action plan. Our objective for this review is to assess whether: ➢ The College has appropriately implemented any outstanding internal audit recommendations made in prior years.	5

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	External Communications - Website	5	Alistair Rodgers	27 October 2025	14 November 2025	2 December 2025
	Strategic Planning	5	David Davidson			
2	Financial Regulations and Compliance	4	Liz Walker	26 January 2026	13 February 2026	17 March 2026
	Cyber Incident Response Plan	5	Brad Johnstone			
3	Non-SFC Income	6	Alistair Rodgers	20 April 2026	8 May 2026	2 June 2026
	Student Voice	5	Doreen Wales			
	Follow Up	5	Liz Walker			

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
4	EMA	4	Louise Park	24 August 2026 & 14 September 2026	2 October 2026	December 2026
	SSF	4	Louise Park			
	Credits	7	Richard Simson			

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 2026		Operating Plan (No. Of days)			
System	**Audit Area**	**2022/23**	**2023/24**	**2024/25**	**2025/26**
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
Non-Financial Systems	IT Security		5		
	IT Systems Administration			5	
	GDPR/FOI			6	
	Estates Management		6		
	Cyber Incident Response Plan				5
	External Communications - Website				5
	Strategic Planning				5
	c/f	**11**	**21**	**20**	**25**

A – Summary of Internal Audit Input

1 August 2022 to 31 July 2026		Operating Plan (No. Of days)			
System	**Audit Area**	**2022/23**	**2023/24**	**2024/25**	**2025/26**
	b/f	**11**	**21**	**20**	**25**
Governance	Corporate Governance		5		
	Risk Management	5			
Student	Student Recruitment and Retention			6	
	Safeguarding and Child Protection	5			
	Student Enrolment Procedures	5			
	Student Retention		5		
	Student Voice				5
People	Staff Recruitment and Retention			5	
Mandatory	Credits Audit	6	6	6	7
	SSF Audit	4	4	4	4
	EMA Audit	4	4	4	4
Required	Follow Up Review	4	4	4	5
	Audit Management	6	6	6	5
	Total Days	**50**	**55**	**55**	**55**

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 December 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 Ayrshire 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.

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 17 for colour key of assurance ratings.

Area	2022/23	2023/24	2024/25	2025/26
Financial Systems	Overall Financial Controls	Overall Financial Controls	Overall Financial Controls	Financial Regulations & Compliance
	Fraud Awareness	Budgeting and Monitoring	Payroll	Non-SFC Income
Non-Financial Systems		IT Security	IT Systems Administration	Cyber Incident Response Plan
				External Communications – Website
		Estates Management	GDPR/FOI	Strategic Planning
Governance	Risk Management	Corporate Governance		
Student	Safeguarding and Child Protection	Student Retention	Student Recruitment and Retention	Student Voice
	Student Enrolment Procedures			

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 17 for colour key of assurance ratings.

Area	2022/23	2023/24	2024/25	2025/26
People			Staff Recruitment and Retention	

21

Ayrshire College   *(Paper 9)*

Title of Meeting: Board of Management

Date: 19 June 2025

Title: **Strategic Risk Register**

Purpose: The paper presents to the Board of Management:
                         a) An update of the strategic risks faced by the College following a review by the College Management Team.
                         b) The Strategic Risk Register for review and approval.

Recommendation: Members are requested to:
                         a) Consider the proposed amendments to the Strategic Risk Register.
                         b) Approve the Strategic Risk Register.

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1   Executive Summary

The Senior Leadership Team (SLT) reviewed the Strategic Risk Register and updated the risk scores, controls and mitigating actions. The Register was then presented to the Board Committees for consideration. The main change to the register is the proposal to include the risk associated with the emergence of AI technology. A summary of the other changes proposed are noted below:

- **Financial Sustainability Risk:** The SLT increased the risk score for financial sustainability from 20 to 25 due to public finance constraints and a significant reduction in core grant funding.

- **Data Security Risk:** No changes were made to the data security risk score, as the College has implemented measures to enhance cybersecurity through a Digital Transformation Project.

- **Job Evaluation Risk:** The risk score for job evaluation was amended from 20 to 15, reflecting positive engagement with unions regarding a national job evaluation scheme.

- **Emerging Risks from AI:** The SLT identified AI-related risks, including integrity and cheating, cognitive risks, job market displacement, and lack of policy, emphasizing the need for a clearly defined AI strategy.

- **Other Emerging Risks:** Other potential risks, such as the cost-of-living crisis and mental health challenges, were reviewed but deemed not to impact the College's strategic objectives significantly.

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

The Strategic Risk Register will be published once approved by the Board of Management.

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Alan Ritchie
Vice Principal, Finance and Infrastructure
19 June 2025

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1   Background

1.1.   The College has embedded the management of strategic risk into its operations. The process of embedding risk management has continued over the last quarter with a review of the overall Strategic Risk Register by the Senior Leadership Team (SLT).

2   Strategic Risk Register

2.1.   The Strategic Risk Register can be found at **Appendix 1.**

2.2.   The SLT have reviewed and udated the risk register including the controls and mitigating actions.

2.3.   A summary of their considerations is noted in section (3). The SLT continues to be provided with an overview of the risks facing the education sector, a summary of which can be found in section (4).

3   Senior Leadership Team Considerations

3.1.   The following summarises the SLT considerations of the Strategic Risk Register:

(1) Financial Sustainability (previously ranked as 1)

3.2.   The SLT have amended the risk score from 20 to 25, the highest risk rating available (probability from 4 to 5 whilst maintaining impact as 5).

3.3.   The following factors were considered in amending the risk score:

- The increasing challenge of operating in the public sector and the associated public finance constraints.
- The introduction by the SFC at very short notice of a unilateral redistribution model with little or no consultation with the sector. This is likely to result in the College being subject to a £2.1m reduction in its core grant funding over 2025-26 to 2028-29. There has been no thought of the consequences of this action, nor has there been any mitigating actions put in place to ensure that the College financial sustainability is maintained.
- The continuation of annual funding settlements in relation to some key funding sources means that the College cannot be assured that funding received in 2025-26 will be available in future years – pension support, pay award support and national insurance.

3.4. The reduction in the trading cash balance during 2025-26 to almost zero will result in the College being beholden to the SFC for cash support in future years. It also means that the College will not have any funding available to allow it to address the downward trajectory of its core income stream.

3.5. All of these factors mean that the College contends that without direct and immediate financial support the future financial sustainability of the College must be difficult to achieve.

(2) Data Security (previously ranked as 3)

3.6. No change proposed to the nature or to the scoring of the risk.

3.7. The College has implemented the Digital Transformation Project workplan over the course of 2024-25, including the transfer to the cloud and the implementation of a security operations centre (SOC).

3.8. These developments improve the College's threat detection, response and prevention capabilities by unifying and coordinating all cybersecurity technologies and operations. The College SOC is an outsourced team of IT security professionals dedicated to monitoring the College IT infrastructure 24 x 7. It aims to detect, analyse and respond to security incidents in real-time.

3.9. The SOC development is relatively new and the College is currently evaluating the service. A positive evaluation will most likely lead the College to review the overall risk score associated with Data Security in future periods.

(3) Job Evaluation (previously ranked as 2)

3.10. The SLT have amended the risk score from 20 to 15 (probability from 4 to 3 whilst maintaining impact at 5).

3.11. The sector has seen a more positive engagement with the support staff unions in the past few months. The main unions are currently balloting members as to whether they wish to continue with a national job evaluation scheme. The parameters of the revised national scheme have been agreed with the unions which will allow the revised project to be implemented with agreement from both sides. The ballot outcome is expected by the middle of May.

3.12. Despite the above progress the risk still remains a significant one for the College as the timescale for implementing the outcome of the revised national scheme is potentially two years away. If the national scheme was to fail, then the funding associated with the scheme would also likely be withdrawn leaving the College to fund any future scheme from within its own resources. For that reason, the College whilst downgrading the risk still believes job evaluation whether national or local remains a significant risk.

3.13. The College continues to monitor the national position whilst reviewing the potential local exposure risk. At this stage, the controls in place and mitigating actions being taken are considered to be sufficient.

(4) Climate Change (previously ranked as 5)

3.14. No change proposed to the nature of the risk nor to the scoring of the risk.

3.15. The implementation of the output of the College Aspire programme has resulted in the creation of a Social, Economic, Environmental and Sustainability Group. The first set of meetings are now scheduled for the last quarter of 2024-25 with several subgroups being now in place to take forward specific elements of the College Climate Change Road Map.

3.16. A sustainability update report is provided to the Business, Resources and Infrastructure Committee as part of the Estates Update paper. The College continues to address sustainability in its wider sense and is now collating more information on the work undertaken by both academic and professional services staff to address the climate challenge.

3.17. The College believes it is taking appropriate and proportional response to the climate challenge given the limited level of financial support available to the wider sector. The SFC have yet to publish the widely anticipated College Infrastructure Strategy which it is hoped will provide a route to future funding.

(5) Curriculum Offer (previously ranked as 6)

3.18. No change proposed to the nature or to the scoring of the risk.

(6) Recruitment and Retention of Staff (previously ranked as 7)

3.19. No change proposed to the nature or to the scoring of the risk.

(7) <u>People and Culture (previously ranked as 4)</u>

3.20. The SLT have amended the risk score from 12 to 9 (probability from 4 to 3 whilst maintaining impact at 3).

3.21. The College has a long-standing joint teaching negotiating committee which has worked well. Recently the professional services staff joint negotiating committee was reestablished. The settlement of the 2025-26 teaching staff pay award and the positive movement to the settlement of professional services staff has removed a core element of the cause of the risk.

3.22. This combined with the development of a Staff Voice group has resulted in the reduction in the probability score associated with this risk.

(8) <u>Investing in College Infrastructure (previously ranked as 8)</u>

3.23. No change proposed to the nature or to the scoring of the risk

4   Emerging Risks

4.1. The SLT considered the list of emerging risks and apart from the risk posed by Artificial Intelligence (AI) did not see any of the reviewed emerging risks as warranting inclusion in the College Strategic Risk Register.

4.2. The discussion noted that AI presents several emerging risks in the College, especially as its adoption accelerates across the sector. Some of the key concerns highlighted are noted below:

4.3. <u>Integrity and Cheating</u>

The fact that generative AI tools like ChatGPT and others make it easier for students to produce essays, solve problems or complete assignments is a major concern. This challenges traditional assessment methods and raises concerns about plagiarism and dishonesty.

4.4. <u>Cognitive and Learning Risk</u>

There is a concern around how AI might alter how students think and learn. Overreliance on AI tools may reduce critical thinking, problem-solving and creativity. There is a concern that students may become passive consumers of AI-generated content rather than active learners.

4.5. <u>Job Market Displacement</u>

AI is automating many entry-level tasks traditionally performed by college students leading to leavers facing a more challenging employment marketplace.

4.6. <u>Lack of Policy / Strategy</u>

Despite the growing influence of AI, the College has not yet developed formal policies or a strategy for integrating AI into teaching or professional services.

4.7. <u>Equity and Access</u>

A concern was expressed that AI tools may widen the digital divide. Students from under-resourced backgrounds may lack access to the latest AI technologies or the skills to use them effectively widening educational inequalities.

4.8. <u>Data Privacy and Surveillance</u>

AI systems used in the wider education sector often collect large amounts of student data. Without proper safeguards, this raises privacy concerns and the potential for misuse of sensitive information.

4.9. SLT also considered some of the best practices being adopting to manage AI risks and responsibly integrate AI into teaching organisations:

- Expanding AI policies beyond plagiarism
- Embedding AI literacy across the curriculum
- Departmental led AI integration
- Inclusive policy development
- Communities of practice
- Strategic AI planning

4.10. It was clear that there are many AI risks associated with multiple areas of the College operations from governance to knowledge management. In the first instance the SLT considered that an overarching strategy risk should be identified with other risk and controls identified as part of the strategy development.

4.11.   The risk was defined as:

Lack of a Clearly Defined Artificial Intelligence (AI) Framework

There is a risk that without a clearly defined AI Framework, using a common language, that the investment, development or application of AI solutions fails to deliver the anticipated benefits

because of a knowledge gap and a misalignment to the College strategic objectives

resulting in the various parties involved in AI governance, implementation and management will have misunderstandings, resulting in ineffective decision making and risk management.

4.12.   The risk was scored as follows:

Probability = 4
Impact = 3
Total score = 12

4.13.   The SLT actions flowing from the discussion included:

- The College will develop a framework regarding the development and use of AI, providing direction to applying AI to deliver business value as well as to how that value is to be achieved in terms of Governance, Process, People and Technology.

- AI solutions are regularly reviewed against the College's Strategic Ambition and risk appetite to validate ongoing adherence and alignment. This includes a regular review of what is being automated, to ensure that the solutions still operate in line with the College's strategy.

- Adequate risk management, and compliance with legal, regulatory as well as the College's own requirements, is included as one of the strategic priorities (i.e. to drive trust in the use of innovative technologies).

- Definitions of different types of AI should be documented and shared to provide a common language across an organisation, e.g. through a glossary.

4.14. The SLT believes that by addressing the risk through clear policies, adequate training and fostering open discussions, the College can harness the benefits of AI while maintaining academic standards and protecting students and staff.

<u>Other Emerging Risks</u>

4.15. The following risks were reviewed as potential emerging risks with none of them being considered as impacting on the achievement of the College strategic objectives:

- Supreme Court Ruling – The implications of the recent supreme court ruling will require to be considered as more guidance is made available to both employers and other duty-bearers.

- Cost of Living crisis – whilst this is still relevant the impact on the ability of the College to achieve its strategic objectives is felt to be minimal.

- Equality and Diversity – given the positive work undertaken in this area it is felt that this risk is minimised.

- Engagement with Students – the positive interactions that the College continues to have with the student body means this is not seen as a strategic risk.

- Commercial Income Targets – the review of organisational structures and pressure from external competitors may require this risk to be reevaluated.

- Mental Health and Wellbeing – the College has prioritised addressing the challenges faced under this risk heading and therefore it is not considered as a strategic risk.

- Regulatory and Legal Compliance – the College does not believe that outside of the CDEL/RDEL matter already discussed there are any further strategic risks in this area given the positive external reports on compliance and assurance.

Summary Strategic Risk Register

Ayrshire College - Summary Strategic Risk Register

Risk Number	Oversight Committee	Name	Risk Description	Risk Owned and Managed by	Inherent Risk Score	Previous Residual Risk Score	Residual Risk Score	Movement	Risk Appetite	Status
1	BRIC LTQC	Financial Sustainability	There is a risk of the College becoming financially unsustainable because of the 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 resulting in the College being unable to achieve its Strategic Ambition 2024-2027 and constraints being placed on its operating model.	Vice Principal Finance and Infrastructure	20	20	25	↑	Minimal	Mitigating actions to be taken
2	BRIC	Data Security	There is a risk of College systems and processes being the victim of a cyber-attack because of increased virtual working and deliberate targeting of the education sector resulting in the loss of key data, financial loss, students being unable to successfully progress on their learning journey and significant reputational damage.	Vice Principal Finance and Infrastructure	20	16	16	↔	Minimal	Mitigating actions to be taken
3	BRIC	Job Evaluation	There is a risk that local employee relations deteriorate and that the College is required to implement local job evaluation and pay / grading because of significant and ongoing delays on the national job evaluation project and no tangible outcomes available to date resulting in (i) a destabilisation of the College's current pay and grading structures, (ii) low staff morale due to the lack of progress (iii) equal pay claims being lodged against the College and (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.	Vice Principal People, Performance and Transformation	20	20	15	↓	Cautious	Mitigating actions to be taken
4	LTQC BRIC	Climate Change	There is a risk that the College will not achieve its climate change targets because of lack of internal capacity, access to wider government funding or a lack of sectoral strategic focus resulting in the College not being able to meet its environmental responsibilities.	Principal	20	12	12	↔	Cautious	Mitigating actions to be taken

Risk Number	Oversight Committee	Name	Risk Description	Risk Owned and Managed by	Inherent Risk Score	Previous Residual Risk Score	Residual Risk Score	Movement	Risk Appetite	Status
5	LTQC BRIC	Curriculum Offer	There is a risk of curriculum activity not being linked to current and future skills requirements or social and economic recovery needs and issues because of reduced engagement / communication, insufficient planning, impact of changes to HE institutions admission policy and real term reduction in SFC funding resulting in the College failing to deliver a portfolio that is relevant, flexible and responsive to employer and industry needs.	Vice Principal Skills and Enterprise	20	12	12	↔	Open	Mitigating actions to be taken
6	LTQC BRIC	Recruitment and Retention of Staff	There is a risk of the College not being able to recruit / retain qualified and experienced staff because of the limitations of national bargaining, specifically the inability to offer competitive salaries resulting in a deskilling of the future workforce and challenges with issues with clear succession planning.	Vice Principal People, Performance and Transformation	16	12	12	↔	Cautious	Mitigating actions to be taken
7	LTQC BRIC	People and Culture	There is a risk of a deterioration in positive local employee relations and culture evident across the College because of changes in Unison's national negotiating team resulting in an increase in local staff disputes and a reduction in engagement by staff to the detriment of the College students.	Vice Principal People, Performance and Transformation	16	12	9	↓	Cautious	Mitigating actions to be taken
8	BRIC	Investing in College Infrastructure	There is a risk that the College is unable to deliver on the objectives set in the College Infrastructure Strategy because of SFC capital funding allocations and capital funding restrictions resulting in the failure to develop and maintain an inspirational college experience through an integrated and high-quality infrastructure.	Vice Principal Finance and Infrastructure	15	16	9	↓	Open	Mitigating actions to be taken

Ayrshire College *(Paper 10)*

Title of Meeting: Board of Management

Date: 19 June 2025

Title: **Assurance Mapping Process Update**

Purpose: The purpose of this report is to update the Board of Management on the progress made in delivering the College assurance map.

Recommendation: Board Members are requested to note the content of the paper.

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1 Executive Summary

Assurance mapping is a structured approach used to identify, evaluate and coordinate the various sources of assurance across the College. Its primary goal is to assist the College leaders such as the Board, Audit & Risk Committee and senior management to understand where assurance is coming from, how reliable it is and where there may be gaps or overlaps. This process is intended to enhance transparency, reduces duplication, reduce reporting requirements and support more informed decision-making.

At **Appendix 1** is a copy of the presentation made to the 10 June Audit and Risk Committee. The content of the presentation is summarised below.

Scope and Application

The College assurance map will cover:

- Board level strategic risks
- Operational and business processes (e.g. finance, health & safety, commercial)

Where appropriate other areas will be added to the assurance map including:

- Strategic projects
- Governance and compliance requirements

Four Lines of Defence Framework

The assurance mapping process is structured around the widely recognised "four lines of defence" model:

1. *First line of defence - management within the College*
2. *Second line of defence - functions within the College*
3. *Third line of defence - activities which are outside the direction of management*
4. *Fourth line of defence - External providers from outside of the College entirely*

Mapping Methodology

Each element of the College (e.g. finance, health & safety, strategic risks) is assessed for:

- The desired level of assurance (high, medium, low)
- The current level of assurance provided by each line of defence
- The quality and frequency of assurance activities (e.g. monthly audits, annual reviews)

Visual tools such as colour-coded matrices are used to depict assurance levels and highlight areas of concern or over-assurance. This visualisation supports clearer communication and prioritisation.

Implementation Insights

The College's implementation of assurance mapping will be an iterative and consultative, involving presentations to the Audit and Risk Committee and feedback loops to refine scope and methodology. Concerns raised—such as the risk of oversimplification—have been acknowledged and addressed through detailed mapping and layered documentation.

External Alignment

The approach aligns with best practices outlined by the ICAEW and other governance bodies, which emphasise the importance of mapping assurance to strategic risks and ensuring that assurance activities are coordinated and not duplicated.

2 Associated Risks

There are no further risks required to be considered because of this report.

3 Equality and Diversity Impact Assessment (EqIA)

There are no issues or recommendations contained within this paper that require an EqIA to be undertaken.

4 Publication

This report will be published on the College website.

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Alan Ritchie
Vice Principal, Finance and Infrastructure
19 June 2025

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Objective

An assurance map is a tool that should assist the College understand where it gets assurance from, how reliable that assurance is and where there might be gaps or overlaps.

Our Values: **Open and Honest** | **Innovative** | **Respectful** | **Supportive**

Scope

The scope of the College assurance map will cover:

- Board level strategic risks

- Operational / business processes – finance, HS&W, commercial etc.

Question: Are there any other areas that the Board consider should be included in the map?

- *Strategic projects*

- *Governance requirements*

- *Compliance*

Our Values: Open and Honest | Innovative | Respectful | Supportive

Assurance for Each Element

Each element will be assigned an assurance level based on:

None	No assurance desired / provided			
L	Low amount of assurance desired / provided			
M	Moderate amount of assurance desired / provided			
H	High amount of assurance desired / provided			

Assurance Providers

First line of defence - management within the College

- Policies and procedures

- Delegations of authority

- Risk and internal control framework

- Management review

- Project/programme management

Second line of defence - functions within the College

- Executive committees

- Programme boards

- Compliance functions

- Audit and Risk Committee

Our Values: Open and Honest | Innovative | Respectful | Supportive

Assurance Providers

Third line of defence - activities which are outside the direction of management

- Audit and Risk Committee
- Internal audit

Fourth line of defence - External providers from outside of the College entirely

- SQA / Exam bodies
- Health and safety executive board
- External auditors

Our Values: Open and Honest | Innovative | Respectful | Supportive

Identify Assurance Sources

The following have been identified as the key sources of assurance:

- Policy and procedure documents
- Internal audit plan for the past and current year and relevant internal audit reports
- Agendas and minutes from Board / Committee meetings
- Performance and risk reports
- Strategic Risk Register
- Annual assurance report both teaching and financial
- Internal control framework risk and control matrices

Our Values: **Open and Honest** | **Innovative** | **Respectful** | **Supportive**

Assessment of Assurance

The sources are then graded as follows:

Quality of the assurance activity is depicted by the shade of the colour of the activity in the body of the map	
	Broad and deep scope of assurance activity. Activity is performed by subject matter experts frequently throughout the year following recognised and appropriate methodology / standards
	Narrow and shallow scope of assurance activity. Activity is performed by generalists or on an ad hoc basis throughout the year and does not follow recognised and appropriate methodology / standards

Internal Control Processes

Based on a review of assurance maps the College would propose providing further assurance towards the following areas:

- Tertiary Quality Enhancement Review (TQER)
- Human Resources - Staff Recruitment / Retention
- Equality and Diversity
- Finance
- Health and Safety
- Business Reliance

Are there any other areas that the Board would see as requiring further assurance on?

Our Values: Open and Honest | Innovative | Respectful | Supportive

Assurance Map

Assurance Map

Based on the input from this meeting and subsequent Board meeting it is intended to develop a simple Assurance Map along the following lines:

Ayrshire College Assurance Map

Next Stages

- Confirm areas of coverage
- Populate draft assurance map for consideration for 1st round of 25-26 Committees
- Consideration by Committees as to assurance provided and areas of reporting to remove / transfer to dashboards
- Consideration of outputs from Assurance Map on future internal audit work

Our Values: Open and Honest | Innovative | Respectful | Supportive

Ayrshire College   **(***Paper 12***)**

Title of Meeting: Board of Management

Date: 19 June 2025

Title: Committee Chair's Report - Learning Teaching and Quality Committee Meeting, 28 May 2025.

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.

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1. Executive Summary

To provide the Board with a summary of significant items considered by the Learning Teaching and Quality Committee meeting in advance of the approved minutes being submitted to the next Board meeting in September 2025.

2. Associated Risks

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

3. Equality and Diversity Impact Assessment

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

4. Publication

This paper will be published on the College website.

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5.   **Background**

A meeting of the Learning Teaching and Quality Committee Meeting took place on 28 May 2025.

6.   **Current Situation**

The Committee considered, noted, or approved the following:

Learning & Teaching Academy
The Committee were provided with an update of the Learning & Teaching Academy, including Peer Review, Communities of Practice and the New Lecturer Programme. It was a great opportunity to learn more about these projects from members of the academy and the next steps in planning.

Student Association Report Q4
Main activities were highlighted from the report, and the Committee was verbally updated on activities since the report submission. The Student President & Vice President were both congratulated on their re-elections. The Committee looks forward to the demonstration of the Student Association Virtual Reality Platform, The Nexus, at their next meeting in September.

2024-25 SFC Student Satisfaction and Engagement Survey
The Committee noted that analysis of the AY 2024-25 survey indicated that the levels of student satisfaction was the same as last year at 97%. The largest increase in satisfaction (+27%) was to the statement *'The college Students' Association influences change for the better'.* Further analysis of these responses will be undertaken by individual curriculum areas and discussed at Team Evaluations. Required improvements will be recorded and monitored through the Team Operating and Enhancement Plans.

2023-24 SFC Student Satisfaction and Engagement College Sector Benchmarking Report
The Committee was provided with college sector benchmarking information in relation to the AY 2023-24 SFC Student Satisfaction and Engagement Survey.

2024-25 Performance Dashboard
The Committee received an update and overview of Performance.

Employer Engagement and Innovation Report
The Committee were advised on the AY 2024-25 position of Employer Engagement and Innovation provision.

Student Support Funds Update
The Committee were updated regarding the 2024-25 financial position and risks. The Committee noted the College has maintained its budget within the allocated funds for both further and higher education without further risks emerging. The Committee also noted that the allocation for 2025-26 remains unchanged, but rising costs may affect student support, with a projected reduction in purchasing power for students.

Strategic Risk Register
The Committee reviewed and recommended the Strategic Risk Register for consideration and approval to the Board.

7. Proposal

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

8. Resource Implications

No further resource implications require to be noted.

9. Consultation

Chair & Vice Chair LTQC, Board Governance Adviser.

10. 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.

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Alison Sutherland
Chair, Learning Teaching and Quality Committee
10 June 2025

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Ayrshire College *(Paper 13)*

Title of Meeting: Board of Management

Date: 19 June 2025

Title: Committee Chair's Report – Business, Resources & Infrastructure Committee Meeting, 09 June 2025.

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.

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1. **Executive Summary**

   To provide the Board with a summary of significant items considered by the Business, Resources & Infrastructure Committee meeting in advance of the approved minutes being submitted to the next Board meeting in September 2025.

2. **Associated Risks**

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

3. **Equality and Diversity Impact Assessment**

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

4. **Publication**

   This paper will be published on the College website.

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- **Background**

The Business, Resources & Infrastructure Committee Meeting took place on 09 June 2025.

- **Current Situation**

The Committee considered, noted or approved the following:

- **2025-26 Budget Update**

  The Committee received details of the 2024-2025 financial position, plus the 2025-2026 budget based on the SFC funding announcement and a revised set of assumptions. In addition, the Committee received a high level SFC Financial Forecast Return (FFR) for 2026 to 2028 and the College position in relation to submission of this information to the SFC. There was discussion around the SFC engagement and the action plan to address the challenges faced by the College. Approvals were given for the 2025-26 budget, the Student Association 2025-26 budget, and the information submission to the SFC.

- **2024-25 Financial Governance Compliance Report**

  This report provided assurance to the Committee that the College is operating in compliance with the Scottish Funding Council Financial Memorandum and the Scottish Public Finance Manual. Based on this evidence the College was content to sign the annual SFC Assurance Certificate. Based on this assurance, the Board of Management can therefore look to sign off the year-end governance statement as part of the annual Financial Statements.

- **2024-25 Financial Matters Update Report**

  The Committee were updated on several key matters including Key Stakeholder Engagement; External / Internal Audit; Procurement; Taxation; Banking & Loans. The Committee delegated the authority to the Principal to approve the contract for provision of the College managed security services, and the College finance system.

- **HR & HSW Update Report February 2025 – April 2025**

  The Committee received an overview of Human Resources and Health, Safety and Wellbeing team activities during the reporting period, February 2025 to April 2025. In addition, there was a live demonstration of the new Learning Management System 'Elevate.

- **Property Update**

  The Committee received an update on Kilwinning Campus PFI Hand Back, Kilmarnock Campus update, Ayr Campus update, ASTAC, Estate performance measures and Sustainability and noted the report contents.

- **SAI Aerospace Training Ltd – Governance**

  The Committee received an update on developments in relation to the College subsidiary company and approved the Auditor appointment, the Staff Handbook, Contracts of employment for senior staff, delegated future to the Company subject to budget cover being available.

- **Management Accounts as at 30 April 2025**

  The Committee were provided with a summary of the College's financial position with an outline of the key variances. The Committee reviewed and recommended the Management Accounts as of 30 April 2025 to the Board of Management for approval.

- **Strategic Risk Register**

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

3. **Proposal**

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

4. **Resource Implications**

   No further resource implications require to be noted.

5. **Consultation**

   Chair BRIC, Vice Chair BRIC, Board Governance Adviser.

6. **Conclusion**

   The full Business, Resources & Infrastructure Committee meeting minutes will be brought to the next Board of Management meeting for information following their approval at the next Business, Resources & Infrastructure Committee meeting.

   Matthew Wilson
   Chair, Business, Resources & Infrastructure Committee
   10 June 2025

Ayrshire College *(Paper 14)*

Title of Meeting: Board of Management

Date: 19 June 2025

Title: Committee Chair's Report - Audit and Risk Committee Meeting, 02 June 2025.

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.

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1. Executive Summary

To provide the Board with a summary of significant items considered by the Audit and Risk Committee meeting in advance of the approved minutes being submitted to the next Board meeting in September 2025.

2. Associated Risks

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

3. Equality and Diversity Impact Assessment

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

4. Publication

This paper will be published on the College website.

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1. **Background**

   A meeting of the Audit and Risk Committee Meeting took place on 02 June 2025.

2. **Current Situation**

   The Committee considered, noted or approved the following:

   - **2025-26 SFC Funding Implications**
   The Committee received and discussed the report on the implications for the College following the announcement of the 2025-26 SFC final funding. The Committee approved the continuation of the College approach to the treatment of estate maintenance funding.

   - **2024-25 Fraud, Risk and Bribery Update Report**
   The Committee received and discussed the report, recognising the importance of identifying and mitigating fraud risks to protect the College's assets and integrity. The highest risks identified included "Theft by Cyberfraud" and "Bribery of Officials." Discussion took place around fraud in the sector, and how college staff could raise matters of concern, and how they are encouraged via The Ayrshire Way, to report even low-level concerns.

   - **Internal Audit Report 2024-25 – IT Systems Administration**
   The audit provided a strong level of assurance over the College's IT systems administration, policies, procedures and controls.

   - **Internal Audit Report 2024-25 – Overall Financial Controls**
   The audit provided a strong level of assurance over the College's financial controls. No recommendations were raised—indicating a high standard of financial governance and operational effectiveness.

   - **2024-25 Internal Audit Progress Report as at June 2025**
   The Committee were updated on the 2024-2025 audit work undertaken to date, acknowledging that all audits completed to date provided strong assurance. The remaining audits are scheduled for August & September 2025.

   - **2025-26 Internal Audit Plan**
   The Committee reviewed and approved the 2025-26 Internal Audit Plan, subject to slight amendment and a review of the number of days allocated.

   - **External Audit Annual Plan 2024-25**
   The Committee reviewed and approved the 2025-26 External Audit Annual Plan.

   - **Audit and Risk Committee 2024-25 Draft Annual Report**
   The Committee reviewed and discussed this draft report which will be brought back to the December meeting for approval prior to being presented to the Board.

   - **Rolling Audit Action Plan**
   Members were provided with an update on the recommendations made by both the internal and external auditors. The Committee approved the removal of six

recommendations following completion of the 2023-24 and 2024-25 internal audits.

- **2024-25 Financial Governance Compliance Report**
The Committee was provided with assurance that the College is operating in compliance with both The Scottish Funding Council Financial Memorandum and The Scottish Public Finance Manual.

- **Strategic Risk Register**
The Committee reviewed and approved the Strategic Risk Register for consideration and approval to the Board.

- **Assurance Mapping process and outputs, with review of performance relating to risk management**
The Committee received a presentation on the Assurance Mapping process, plus a sample of the draft map. Much discussion took place around the benefits, possible additions, and linking with the Board Development plan.

3. Proposal

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

4. Resource Implications

No further resource implications require to be noted.

5. Consultation

Chair & Vice Chair ARC, Board Governance Adviser.

6. Conclusion

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

Sharon Morrow
Chair, Audit and Risk Committee
11 June 2025

**Minute of the Learning, Teaching and Quality Committee Meeting
Held by Hybrid Attendance at Kilmarnock Campus and via Microsoft Teams
Thursday 06 March 2025**

Present:

Alison Sutherland	Chair LTQC
Sharon Morrow	Vice Chair LTQC
Jason Currie	Non-Executive Board Member
Gillian Longmuir	Non-Executive Board Member
Michael Ross	Non-Executive Board Member
Iain Shearer	Non-Executive Board Member
Chris Boyce	Elected Member, EIS/FELA
Lisa Keggans	Elected Member, Support Staff
Darcie Hamilton	Elected Member, Student President
Connor Skipsey	Elected Member, Student Vice President
Angela Cox	Principal, Ex-officio

In attendance:

Anne Campbell	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
Linda Corbett	Student Association Advisor (to Item 7)
Wendy McColl	Head of Student Experience
Hilary Denholm	Board Governance Advisor
Katelyn Kilbride	Executive Assistant (Minutes)

1. Welcome and Declarations of Interest

Alison Sutherland, Chair of the LTQC, welcomed everyone to the meeting, and confirmed with members that they were in agreement that Wendy McColl is welcome to attend for the entire agenda.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

Norman Bone has now left the Board, thus was not at this Committee meeting. The Chair gave thanks on behalf of the Committee for Norman's very valuable contributions over the last few years. The Committee vacancy will be recruited to for AY 2025-26.

2. Apologies

Apologies were received from Jane Grant, Non-Executive Board Member, Doreen Wales, Assistant Principal, Student Experience & Quality Enhancement, Gavin Murray, Assistant Principal, Skills and Innovation, Alistair Rodgers, Director of Enterprise Development, Janette Steel, Elected Member, Curriculum Staff.

3. Minutes of the previous meeting held on 28 November 2024 *(Paper 1) (C/P)*

The minutes of the meeting held on 28 November 2024 were approved as a correct record.

> **Proposed**: Gillian Longmuir   **Seconded**: Connor Skipsey

3.1 Action Tracker *(Paper 1a)*

The Committee noted that there were no outstanding actions.

4. Student Support (Presentation) (P)

Wendy McColl, Head of Student Experience, gave a detailed presentation on the role of the Student Experience teams.

The Committee noted:

W McColl provided an overview of the four Student Experience teams: Information Hub, Education Support, Careers & Employability, and Engagement & Wellbeing. There has been a noted increase in referrals to Education Support and in the number of Personal Learning Support Plans (PLSPs). Additionally, key priorities and a new streamlined approach to workload were highlighted.

Discussion took place around the 'In Their Shoes' sessions and it was agreed that this programme is important for both curriculum and support staff to support confidence in engaging with these students.

It was also noted that championing for male mental health is important, and Members were pleased to see this embedded within the priorities of the Student Experience teams.

The PowerPoint presented by W McColl will be circulated to Members.

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

D Hamilton and C Skipsey highlighted the main activities from the report and verbally updated the Committee on activities since the report submission.

> **The Committee noted:**

Refreshers events held in February across all campuses were well-received, with positive feedback and increased student registration for clubs and activities offered by the Student Association.

LGBTQIA+ history month was celebrated through various activities, including a movie club on each campus.

The Association is now focusing on Neurodiversity Week, providing limited edition wristbands and fidget toys, and featuring a podcast episode by C Skipsey on his own neurodivergent experience.

Future campaigns will include Care Experienced Week, Deaf Awareness Week and Mental Health Awareness Week.

The Student Association Funding Scheme closed in early February, approving 23 out of 25 applications, which is 10 more than last year.

The Virtual Reality Students Association project is progressing, with GDPR and Equality Impact Assessment due diligence completed, and the virtual platform purchased, aiming for an April 2025 launch.

The Committee welcomed the report and noted informative updates. Members noted the report as presented.

7.First Impressions Survey (Paper 3) (P)

A Campbell highlighted the outcomes from the First Impressions Survey and advised that the survey captures data on student's first impressions of the College.

A Campbell noted an increase in participation levels and advised the survey was also opened to school pupils to gather data on their first impressions.

The results revealed that 20% more individuals feel they can apply for and receive student funding in time for their course start, compared to last year's data.

Additionally, there was a 25% increase in students who reported easy access to Wi-Fi which positively reflects investments in IT infrastructure and student laptop lockers.

Awareness of the Student Association and its activities rose by 10%, now at 78%. A Campbell congratulated the Student President and Student Vice President on this result.

Students satisfied with their overall College experience decreased by 1% to 94%. A Cox noted that the 2024-25 industrial action may have impacted this change.

The data will be further analysed and reviewed per curriculum area to ensure all opportunities for improvement are explored and actioned.

The Committee noted the report and data as encouraging and positive to see.

8.2024-25 Performance Dashboard

A Campbell provided an overview of the Performance Dashboard.

The Committee noted:

- The credit position is currently noted as at risk as it is below expected target, however, there has been an increase of approximately 1,000 since the last recorded figures which indicates progress in the right direction. Acknowledging the tolerance from Scottish Funding Council, it is crucial that the College achieve the target, and therefore contingency plans are in place to ensure success in meeting these objectives.

- Retention rates are showing a positive trend, except for part-time Further Education (FE) students, who represent a diverse group. Moving forward, the focus for the remainder of the academic year will be on improving student attainment and achieve positive outcomes upon completion.

The Committee noted the verbal update.

10.Student Support Funds Update *(Paper 6) (P)*

A Ritchie introduced the Student Support Funds paper and provided an update on the 2024-25 financial position and risks.

The Committee noted:

There are no issues with overall funds and risks have been minimised at this time.

The application system is currently being de-supported; however, a solution is in progress to resolve this issue.

S Morrow queried the future number of care-experienced students but the College does not anticipate a significant increase. It is worth noting that Ayrshire College have a higher-than-average declaration rate among large colleges, which is positive as it indicates awareness and transparency.

The Committee welcomed the paper and updates, noting the report as presented.

11. AOB

A Campbell informed Committee Members of the bid tendered to the AC Foundation. The Foundation has agreed to fund two mixed reality visualisation suites in Kilmarnock and Ayr, prioritising the Engineering and Advanced Manufacturing sectors. There are also plans for expansion into other domains, such as Construction and Care. Durham College from Canada will offer assistance with various aspects of the setup.

Date of Next Meeting: Thursday 29 May at 4.00pm in Partnership Centre, Kilwinning Campus.

(*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 Business, Resources and Infrastructure Committee
Hybrid meeting held at Kilmarnock Campus and via Microsoft Teams on
Tuesday 11 March 2025**

Present:

Matthew Wilson	Chair
Michael Ross	Vice Chair
Tracey Dalling	Non-Executive Board Member
Michael Ross	Non-Executive Board Member
Angela Cox	Principal, Ex-Officio
Lisa Keggans	Elected Member, Service/Support Staff
Darcie Hamilton	Elected Student President
Janette Steel	Elected Member, Curriculum

In attendance:

Anne Campbell	Vice Principal – Skills and Enterprise
David Davidson	Vice Principal – People, Performance and Transformation
Alan Ritchie	Vice Principal – Finance and Infrastructure
Gillian Brown	Head of HR Services
Martin Hammond	Head of Health, Safety and Wellbeing
Charlotte Mitchell	Equality & Diversity Performance Lead
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.

Norman Bone, Vice Chair of BRIC has now left the Board and the Chair gave thanks on behalf of the Committee for Norman's valuable contributions over the last few years. As Norman was the Vice Chair of this Committee, following discussion Michael Ross was appointed as the new Vice Chair.

In addition, it was noted that Faroque Hussain has been taken off the Committee listings as he has also now left the Board.

The Committee vacancies will be recruited for the next academic year - 2025-2026.

The meeting was confirmed as quorate.

There were no declarations of interest.

2.   Apologies

Apologies were received from Non-Executive Board Member, Gordon Neil, Director of Digital Infrastructure, Brad Johnstone and Director of Enterprise Development, Alistair Rodgers.

3. **Minutes of the Previous Meeting held on 3 December 2024** *(Paper 1) (P)*

The minute was approved as an accurate account.

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

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.

8. **Mainstreaming Equality Outcomes 2021-25 and Proposed Equality Outcomes 2025-29** *(Paper 5) (P)*

David Davidson introduced paper 5 as presented. The Committee received the report, which summarised the College's progress and continued commitment to fostering an inclusive and diverse culture.

Charlotte Mitchell delivered a detailed presentation evidencing the measures being taken within the College in relation to the current College Equality Outcomes and the next steps in support of the proposed new Equality Outcomes 2025 – 2029.

The Committee noted that:

- The report is a legal requirement for public bodies, which is published every two years in accordance with the Public Sector Equality Duty (PSED).
- This report follows a progress review in April 2023 and an interim report in 2024, focusing on the Equality Outcomes that were set for the period 2021-2025. The report also proposes Equality Outcomes for the period 2025-2029.
- Significant equality and inclusion risks were highlighted within the report, which arise from the effects of intersectionality, the cost-of-living crisis and the impact of adverse childhood experiences, trauma and deprivation.

Tracey Dalling commended the College on their ongoing good efforts in continually striving to eliminate all forms of discrimination and to support an inclusive and innovative culture that extends beyond the College grounds into the local community.

The Committee considered and recommended the paper, as presented, to the Board for approval.

Decision BRIC31-D01: The Committee recommended the paper, as presented, to the Board for approval.

16. **AOB**

No other items of business were noted.

Date of Next Meeting: Tuesday, 03 June 2025 at 4.00 pm held in the Boardroom on Kilmarnock campus and available to join remotely via MS Teams.

(*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 Audit and Risk Committee
Held by Hybrid Attendance at Kilmarnock Campus
Thursday 18 March 2025

Present:

Sharon Morrow	Chair
Jane Grant	Vice – Chair
Jason Currie	Non-Executive Board Member
Gillian Longmuir	Non-Executive Board Member
Chris Boyce	Elected EIS-FELA Staff Member

In attendance:

Anne Campbell	Vice Principal, Skills and Enterprise
David Davidson	Vice Principal, People, Performance and Transformation
Hilary Denholm	Board Governance Advisor & Minutes
Alan Ritchie	Vice Principal, Finance & Infrastructure
Liz Walker	Chief Financial Controller
Colin McNeill	Wbg – Internal Auditors * *from Item 8 onwards*

1. Welcome and Declarations of Interest

The Chair, Sharon Morrow, welcomed all present to the meeting.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

Apologies were received from Stephen Pringle, Wbg Internal auditors, and members were updated that Colin McNeill, Internal Auditor Senior from Wbg, who completed the two internal audits being reported on, would be in attendance in place of Stephen Pringle from Item 8 onwards.

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

3. Minutes of the Previous Meeting held on 10 December 2024 *(Paper 1)* C/P

The minutes were approved as a correct record.

Proposed: Gillian Longmuir   **Seconded:** Jane Grant

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

The Committee noted all previous decisions and the actions completed.

4. Matters Arising

There were no other outstanding matters arising from the minutes.

5. Annual Review of the Effectiveness of External Auditor *(Paper 2) (P)*

A Ritchie introduced this report which presented the findings of the 2023-24 evaluation of the external auditors, Azets Audit Services.

The Committee were requested to confirm it was content with the outcome of the College 2023-24 effectiveness review.

The Committee noted:

- The College was content with the second year of the audit process and the approach and effectiveness of Azets Audit Services.
- There were several lessons to be learned and taken forward to 2023-24 which both the College and Azets recognise.
- The evaluation of Ayrshire College's external auditors, Azets, using KPIs and other benchmarks indicates a high level of performance and effectiveness.
- The auditors have consistently demonstrated audit quality, timeliness, compliance, cost efficiency, and positive stakeholder feedback. Their contributions have been instrumental in maintaining the financial integrity and compliance of the College.
- The auditors should continue to seek opportunities for improvement in their audit processes and methodologies to enhance the quality and efficiency of their services.
- Regular engagement with key stakeholders should be maintained to ensure that their feedback is continuously incorporated into the audit process.
- Periodic benchmarking against similar institutions should be conducted to ensure that the audit services remain competitive and aligned with industry standards.

The Committee confirmed it was content with the outcome of the College 2023-24 effectiveness review.

6. Annual Review of the Effectiveness of Internal Auditor *(Paper 3) (P)*

A Ritchie introduced this report which presented the results of the annual effectiveness review of the internal audit function at the College, based on the feedback collected from key stakeholders. The review aimed to assess the performance of the internal audit function in terms of its ability to provide independent assurance on the effectiveness of risk management, control, and governance processes.

The Committee were requested to note the findings of this review and consider any recommendations for further enhancing the effectiveness of the internal audit function.

The Committee noted:

- The annual effectiveness review demonstrated that the internal audit function at the College is performing effectively and adding value to the organisation.
- The feedback from stakeholders highlights the quality of audit reports, effective communication and escalation mechanisms, and the positive impact on the College's governance framework.
- The internal audit function is well-resourced and recognized for its contributions to continuous improvement.

The Audit and Risk Committee noted the findings of this review and discussed recommendations for further enhancing the effectiveness of the internal audit function.

8   Internal Audit Reports Paper 5 (P)

Colin McNeill, Seniorr Internal Auditor, Wbg joined the meeting at this point.

a.   Staff Recruitment

C McNeill presented the results of the review on the College's recruitment arrangements to ensure that recruitment needs for staff were fully assessed and fulfilled.

The Committee noted:

- The objectives for this review were to assess whether:

  - The arrangements in place within the College for the recruitment of new staff are robust, fit for purpose and in line with current legislation.
  - Recruitment procedures are robust and as well as ensuring that the most suitable candidate is employed, ensure that a fair and transparent recruitment process is undertaken.
  - The relevant pre-employment checks (right to work, DBS, references etc.) have been undertaken prior to any new employee commencing their employment at the College.

- The overall conclusion was Strong, with several good practice points raised and one low grade recommendation for improvement around the implementation of the Recruitment & Selection Policy currently in development and due to be implemented by 31 May 2025.

b.   Student Recruitment

C McNeill presented the results of the review on the College's arrangements in place surrounding student recruitment.

The review considered the suitability of the arrangements for gaining information in relation to courses, access to support, and course enrolment to ensure that the student experience is as positive as it can be, plus the suitability of the policies and procedures in place surrounding student recruitment.

The Committee noted:

- The objectives for this review were to assess whether:
  - The College has robust policies and procedures in place surrounding student recruitment.
  - The College has robust mechanisms in place with clear links between application, interview, acceptance and enrolment to ensure it manages student recruitment and enrolment in an efficient and effective manner.
  - The responsibility for student recruitment is clearly defined throughout the College.
  - The arrangements in place for gaining information in relation to courses, and access to support is well communicated and easily accessible by potential students.
  - The College has sufficient, generic as well as targeted campaigns to raise awareness of its courses, support, and facilities to potential students.

The overall conclusion was Strong, and there were no recommendations for improvement.

10. Assurance Mapping

A Ritchie presented on the plans for Assurance Mapping, a visual systematic approach to streamline reports and provide assurance on management reporting using critical data focused on larger strategic risks and goals.

The Committee noted:
- The purpose of ensuring assurance activities are aligned with the College's strategic goals.
- The benefits of improved transparency; reduction of duplication; addressing critical risks and a fostering of a culture of accountability.
- The steps involved in creating an Assurance Map.
- The three lines of defence: College management and risk ownership; risk management and compliance functions, internal and external audit processes.
- What an Assurance Map might look like.

There were discussions and questions from the Committee, with the main concern being the potential for audit risk being hidden due to the summary nature of the mapping process. The Committee agreed for further work to progress on this, and were supportive to receive further information and training as this mapping approach develops. **The Committee were content to consider progressing the development of a College Assurance Map. A draft Assurance Map will be brought back to the next Committee meeting.**

13.AOB

There was no other business.
Date of Next Meeting – Tuesday 10 June 2025 4pm @ Kilmarnock 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

RESERVED ITEMS ON THE NEXT PAGE