**Minute of the Board of Management Meeting
Held by Hybrid Attendance at Kilmarnock Campus and
via Video Conference Using Microsoft Teams
on Thursday 03 October 2024**

Present:

Fiona McQueen	Chair (with exception of item 11)
Matthew Wilson	Vice Chair
Alison Sutherland	Senior Independent Member
Norman Bone	Non-Executive Board Member
Jason Currie	Non-Executive Board 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
Connor Skipsey	Elected Student Vice President
Lisa Keggans	Elected Member, Service/Support Staff
Janette Moore	Elected Member, Curriculum Staff
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 Chair welcomed all present to the meeting.

   The Chair welcomed new members – Gillian Longmuir, Tracey Dalling, Jane Grant and Connor Skipsey.

   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 Non-Executive Board members Faroque Hussain and Gordon Neil, and also Darcie Hamilton, Elected Student President

   The meeting was confirmed as quorate.

3. **Minutes of the Previous Meeting held on 13 June 2024** *(Paper 1) (P)*

   The minutes were approved as a correct record.

Proposed: Sharon Morrow   **Seconded:**   Alison Sutherland

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

All actions due in the period were noted as complete.

The minutes were approved as a correct record.

4. Matters Arising

There were no outstanding matters arising from the minutes.

5. Items to be homologated *(Paper 2)*

5a. Standing Order Update

Following discussion at the Search & Nomination Committee on the 20 June 2024, the Search & Nomination Committee recommended to the Board of Management the approval of an immediate update of the Standing Orders to remove the specific restriction of the term of office offered to successful applicants that replace a Non-Executive member who is leaving before their full 4 year term is completed. The request email was issued on the 25 June 2024, with responses requested by 27 June 2024. The majority of Board Members (13 out of 16 existing members) indicated by return their approval of the recommendation. No negative responses were received.

5b. Recruitment Approval

Following the successful Search & Nomination Committee Panel interview on 25 July 2024 for the vacant position of Non-Executive Board Member, the Interview Panel recommended to the Board of Management the individual as meeting the requirements for the appointment to the position of Non-Executive Board Member, moving from Co-optee Member status to Non-Executive Member on 01 October 2024 (dependent on Scottish Government approval). The request email was issued on the 29 July 2024, with responses requested by 12 August 2024. The majority of Board Members (13 out of 19 existing members) indicated by return their approval of the recommendation. No negative responses were received.

6. Student Association Report Q1 *(Paper 3) (P)*

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

The Board noted:
- Freshers Fayre – approximately 1,000 students attended which was an increase of around 200 students from last year.
- E-Sports Tournament – colleges and universities take part in this annual event and the College was due to take part again this year with play-offs starting w/c 7 October.
- Class Ambassadors – new staff guidance had been issued to ensure a College approach and the Student Association would be liaising with sparqs

to organise training sessions which should be up and running by November. So far, 210 Class Ambassadors had registered.

- The equalities calendar was being updated.
- The Student Association had submitted an application to access some money from the ACF to add to the Student Association Extra Curricular Fund. The bid had been rejected, however the College was able to confirmed that it was able to provide £2,000 to assist the SA deliver extra-curricular activities.
- A new project – Brighten our Campus – had been introduced and would look at introducing flowers on the College campuses and wellbeing gardens on all campuses. Key staff and key stakeholders would be approached with regards to supporting this project and donating any materials.
- A Pathways of Hope campaign would be running and the design of the logo for this was being finalised.

The Board noted the report as presented.

7. **Chair's Report** *(Paper 4) (P)*

The Chair provided an update on activities carried out since the previous Board Meeting.

The Board noted:

- Several stakeholder meetings had taken place and were ongoing.
- Strategic work with Colleges Scotland continues and discussions have primarily been around the current economic environment and future transformational changes.
- Jane Grant had now been appointed as a Non-Executive Member of the Board following approval from Scottish Government.
- Progress on the LRPA was being attempted however there were still negotiations ongoing with UNISON.
- The College Graduation had taken place on 27 September which was one of the momentous occasions of the College year and the Chair noted that she was sorry to miss the event.
- The Chair continued to meet with new members and would start to plan soon for the next Board Development Day on 30 January 2025.

The Board noted the report as presented.

9. **Board and Committee Terms of Reference and 2024/25 Work Plans** *(Paper 6) (P)*

H Denholm highlighted key updates and alterations.

S Morrow noted some amendments that were required to be made and advised that would liaise with H Denholm following the meeting to update.

Action – BOM47-A01: H Denholm to update the documents as per S Morrow's comments.

Decision - BOM47-D01: The Board approved the Board and Committee Terms of Reference and 2024/25 Work Plans.

10. **Board Effectiveness Report 2023/24 & Development Plan 2024/25**
   (Paper 7) (P)

   H Denholm highlighted key points and noted that the College was required to submit these reports to the SFC as a requirement of grant funding, and as identified in the Code of Good Governance for Scotland's Colleges and to publish these on the College website.

   The Board was asked to review, advise of any further feedback, consider if any further actions should be incorporated into the Board Development Plan 2024/25, and approve the reports and plan for publishing and forwarding to the Scottish Funding Council.

   It was suggested that the Development Plan could be altered to reflect realistic timescales and highlight key priorities for each year and provide a narrative of why targets have been prioritised in such a way.

   Action – BOM47-A02: H Denholm to look at adding some narrative to the Development Plan and highlight key priorities for each year and then send to members for approval.

   Decision - BOM47-D02: The Board approved the Board Effectiveness Report 2023/24 & Development Plan 2024/25.

17. **Performance Dashboard Update** *(Verbal)*

   D Davidson noted that within the system, members could now view last year's data as well as this year's data to show a comparison. Training would be organised for any members who had not yet received a demonstration on how the system works.

   A Campbell advised that with regards to skills alignment, the College had received verbal notification of no recommendations on the 2023-24 student activity audit and, therefore the College had met its overall credit target.

18. **Committee Chairs' Reports on 4th 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.

   There was also a verbal update by A Sutherland regarding the last performance Review & Remuneration Committee held on 20 June 2024.

   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 23 May 2024
- Business, Resources & Infrastructure Committee 28 May 2024
- Audit & Risk Committee 04 June 2024

The Board received the above minutes from noting.

20. AOCB

No further items were discussed.

21. Date of Next Meeting: Thursday 19 December 2024 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 48 – 19 December 2024

Meeting Date	Agenda Item	Reference	Details	Action Owner	Due Date	Action / Decision	Open / Complete / Approved / Declined
03.10.24	Board and Committee Terms of Reference and 2024/25 Work Plans	BOM47: A01	H Denholm to update the documents as per S Morrow's comments	HD	ASAP	Action	Complete
03.10.24	Board and Committee Terms of Reference and 2024/25 Work Plans	BOM47: D01	The Board approved the Board and Committee Terms of Reference and 2024/25 Work Plans	NA	NA	Decision	Approved
03.10.24	Board Effectiveness Report 2023/24 & Development Plan 2024/25	BOM47: A02	H Denholm to look at adding some narrative to the Development Plan and highlight key priorities for each year and then send to members for approval.	HD	ASAP	Action	Complete
03.10.24	Board Effectiveness Report 2023/24 & Development Plan 2024/25	BOM47: D02	The Board approved the Board Effectiveness Report 2023/24 & Development Plan 2024/25	NA	NA	Decision	Approved
03.10.24	SFC Financial Forecast Return (FFR)	BOM47: D03	The Board approved the SFC Financial Forecast Return	NA	NA	Decision	Approved
03.10.24	2023-24 Final Outcome Agreement Self-Evaluation Report.	BOM47: D04	The Board approved the 2023-24 Final Outcome Agreement Self-Evaluation Report, subject to the addition of PI data for 2023-24	NA	NA	Decision	Approved
03.10.24	SFC Guidance on Quality for Colleges and Universities AY 2024-25 to AY 2030-31	BOM47: D05	The Board approved the AY 2024-25 Self Evaluation and Action Plan (SEAP), subject to review of the action plan	N/A	N/A	Decision	Approved
03.10.24	Strategic Risk Register	BOM47: D06	The Board approved the 2024-25 Strategic Risk Register as at September 2024	NA	NA	Decision	Approved

Ayrshire College *(Paper 2)*

Title of Meeting:	**Board of Management Meeting**
Date:	**19 December 2024**
Title:	Student Association Report Q2
Purpose:	To provide members with updates on the activities undertaken by the Student Association with particular reference to the two pillars of their work, namely the Student Voice and Student Community, and to further ensure that the student voice is heard in all relevant forums.
Recommendation:	To note

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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

<u>Freshers</u>

In Q1, we noted that we were undertaking preparations for Freshers in September. Freshers has now been completed, and we would note an increase in the uptake of the event on last year from circa 750 students across all three campuses, to circa 900 students. Feedback from the events was very positive with students reporting that they enjoyed it.

We were pleased to welcome TCS-Eco, our period pants provider, to the events this year. TCS-Eco, as a result, have been able to provide data on the uptake of the free period pants and we will use this to tailor our orders of future supplies with greater accuracy.

<u>Clubs, Groups and Societies</u>

We used Freshers as a vehicle to chat to students about the student community side of Ayrshire College and to make them aware of the different activities available for uptake. We're pleased to report a high number of students have signed up to various clubs, groups and societies.

<u>Executive Committee Recruitment</u>

We began recruitment for our Executive Committee in September and are delighted to welcome on board 13 new Student Officers. The Student Officers were taken through an induction presentation, have attended their first Executive Committee Meeting and are now undertaking a variety of activities pertaining to their role including participation during Challenge Poverty Week when three of them met with Sheila Laing, the Scottish Government Director of Lifelong Learning and Skills.

<u>October Events and Campaigns</u>

In October, the Student Association completed the following events and campaigns:
-   World Mental Health Day on the 10th of October which included all student emails with information and resources, social media content, supporting students with campus-based activities including mood boards, positivity trees, fitness activities etc as well as supporting the sports department with a Walk n Talk session
-   Breast Cancer Awareness. Our Women's Officer kindly pulled together some resources for sharing with the students around looking out for the signs and symptoms of breast cancer and where to go for additional support.
-   Hate Crime Awareness Week. The focus this year was on anti-racism and anti-xenophobia and activities included student notice boards, all student emails, social media and supporting the work of the Police Scotland Liaison Officer
-   Black History Month. Our ESOL Students Officer worked closely with the team to create and develop a suite of BHM information and resources which were shared with students though email, our notice boards and on social media.

<u>Radio for All – Ayrshire College Foundation</u>

We regret to report that our joint application to the Ayrshire College Foundation alongside Essential Radio was unsuccessful. However, we

continue to maintain our working relationship with Essential Radio and offer our continued support. Our thanks go to everyone involved.

2. **Current Situation**
Class Ambassadors
Our thanks go to our CQMs and teaching teams for their activity in relation to this year's Class Ambassador recruitment. The Student Association has now on-boarded 296 Ambassadors. We had circa 320 Ambassadors for AY 2023-2024. Whilst this is a drop in numbers, due to the lower matriculation rates this year we have moved from 1 Ambassador for every 33 students to 1 Ambassador for every 29 students and is therefore an increase in student representation across the college.

Ambassadors are undergoing a two-phase training programme with support from Sparqs. The first Class Ambassador/Student Association meetings are scheduled for the week commencing 04 November.

With the reported success of the monthly Summary Note document that was implemented by the previous Student President, the current Sabbatical Officers will use this mechanism again for the current academic year as means of collating Class Ambassador and student feedback.

Battle For Scotland
In our Battle for Scotland tournament, unfortunately, we have not won any of our matches so far, however this is not stopping the students from enjoying the experience and staying engaged with the tournament. The current round of playoffs will conclude at the end of November with the next round taking place in March. The students have also developed a team logo and team name and are now known as Ayrshire College E-sports or ACES for short.

3. **Proposal**
Extra-Curricular Fund
We are delighted to report that Ayrshire College has gifted the Student Association £2,000 which will go toward The Student Association Extra Curricular Fund. This means, that the combined fund will be able to offer students a share of £8000 over Semester 1 and Semester 2 for which they can apply.

The fund has been reviewed and agreement has been reached to keep the same criteria for the fund as last year in that funds must go towards student led activities, projects or resources that would bring added value to their learning experience but that they would not ordinarily get through their course.

However, considering the Education Scotland Report comments on the need for more meta skills activities, The Student Association will include this as another valid criteria for funding. Therefore, the funds must go towards student led activities, projects or resources that would bring added value to their learning experience and/or support the development of meta skills.

<u>Virtual Reality Student Association</u>
Whilst we await confirmation of the availability of training on Frame VR, the platform that would host the Virtual Reality Student Association, we are undertaking some light touch planning, including think about the content we'd like to see on the platform and what "zones" we may need. This would be things such as long term student resources and short term campaign areas.

<u>16 Days of Action</u>
The Student Association and Ayrshire College will again be taking part in this year's 16 Days of Action at the end of November. This campaign aims to raise awareness of violence against women and girls. We will have a mini marketplace which will include The Student Association, Police Scotland and The Star Centre. We will speak to students about the hidden impact of violence against women and girls, how we can change our language and behaviours to help stamp it out and be on hand to support students.

<u>WinterFest</u>
This years WinterFest, which is our December time fun event, will have themes of student safety and wellbeing which will include keeping well in the winter, avoiding scams, looking out for signs of drink spiking and much more. We are pleased to have students involved who are hoping to offer fun things such as hair tinsel, Christmas nails as well other students who will be selling Christmas decorations and festive treats.

4.   Resource Implications
There are no significant resource implications. All activities are within the nominal range for staff time, budgets and skills.

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

6.   Conclusion
The Student Association feel that the first half of Semester 1 has been very successful, and we look forward to a successful second half.

Darcie Hamilton   **Connor Skipsey**
Student President   **Student Vice President**
November 2024   **November 2024**

Ayrshire College   *(Paper 3)*

Title of Meeting: Board of Management Meeting

Date: 19 December 2024

Purpose: The purpose of this Chair report is to update Board
                          Members on activities carried out by the Chair since the 03
                          October 2024 College Board meeting.

Recommendation: To Note

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1. **Executive Summary**

I have been involved in sector meetings with Colleges Scotland, along with a number of
other College Chairs and Principals to discuss aspects of the strategic narrative for
Colleges. The good news is that there is a consensus on the role and focus of Colleges
and a strong desire for the sector to be more upbeat and proactive.

The context of delivering high quality education to our students means that the Board
must take cognisance of the changing environment for the College (including Scottish
Funding Council's (SFC) Tertiary Quality Enhancement Framework (TQEF), which is
being implemented from Academic Year 2024-25) and be responsive to the requirements
of the Ayrshire economy, as well as to the needs of our students.

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 hope to invite more strategic level external stakeholders to our Board events and meetings throughout AY 2024/25.

a. Other Engagements

I was delighted to be able to attend the following events and internal College meetings that showcased the significant achievements of our students and our staff.

- Women's Day Lunch, 30 October, Westerly Restaurant, Ayr Campus.
- Kate Forbes, Deputy First Minister, 04 November, Ayr Campus
- SAI Aerospace Training Ltd and Hangar Visit, 08 November
- Colleges Scotland Workshop - Developing a 10-year vision for the sector, 12 November
- Colleges Scotland Chairs Group, 12 November
- OU in Scotland meeting, 18 November
- Colleges Scotland Audit & Risk Assurance Committee, 11 December

b. Future activities

- Board Development workshop with Dawn Broadberry, followed by a dinner 13 February at Salt & Barrel, Kilmarnock Campus where there will be an external stakeholder speaker, and a chance to get to know each other alongside members of the ELT & SLT.

6. Our Governance

a. Chairs Meetings

The first Chairs meeting of AY24-25 was held 05 November following completion the first cycle of meetings to review and evaluate the workings of the Standing Committees, and to discuss any relevant or potential issues.

b. Board and Committee Membership and Recruitment

There will be a Search & Nomination Committee meeting in Feb 2025 to discuss and recommend Board recruitment needs to the Board at the 27 March Board meeting.

c. Board Member Development

- Balanced Scorecard Sessions with Richard Simson, Head of Business Intelligence and Information Systems – October & November
- DISC profiling questionnaire issued end November
- Catch up meetings with newer Board members – December
- Leading for Learning opportunities - 2025
- Team building Workshop - 13 February 2025, followed by dinner at Salt & Barrel
- Board visit to Glasgow Prestwick airport teaching facility –19 February 2025
- Conflict Resolution Workshop 24 Feb 2025, hosting & sharing with West College

- 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

Unfortunately, we currently have no local Unison representative put forward by the Branch for Board membership at the College. This is disappointing and we have advised Unison that we are keen to be joined by a Unison Board member to help enrich Board discussion.

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 sharing with Board members.

We look forward to the launch of the new College website, alongside Viva Connections, where we aim to provide more interactive information about the Board's purpose and activities, with the inclusion of video clips and regular news items.

Fiona McQueen
Chair, Board of Management
03 December 2024

Ayrshire College (*Paper 7*)

Title of Meeting: **Board of Management Meeting**

Date: **19 December 2024**

Subject: **2023-24 Freedom of Information Annual Report**

Purpose: This paper presents the 2023-24 Freedom of Information Annual Report for consideration by members as part of the overall assurance reporting by the College.

Recommendation: The Board of Management is requested to note the content of the report and consider whether the Internal Audit Plan requires to be reviewed.

1 Executive Summary

The report lays out the Three Lines of Defence model of assurance within which the College operates. The framework is summarised in Appendix 1 and further detail is provided in section (2) of the report.

The 2023-24 Freedom of Information Annual Report is provided as part of the overall assurance framework and is a "first line" of defence assurance document. The report forms part of the annual suite of reports considered by the Senior Leadership Team and is published externally. The SLT review the report and asses whether there are any areas of concern or work that requires to be undertaken to address areas of concern.

The report executive summary highlights to College position:

This report summarises the College position on Freedom of Information (FOI) and Environmental Information Regulation (EIR) requests for 2023-24.

The number of requests received has slightly increased since 2022-23 with an additional 5 EIRs being received. These EIRs were in relation to RAAC being present in our buildings, emissions for business travel, litter volumes and management, and fly tipping incidents and management.

The College has responded to 95% of all requests within the required timescale. Two requests were responded to after the due date, one due to being unable to trace the original request being received, however, was responded to within 1 working day once chaser received and one due to the delay gathering the information for the request.

The types of requests received do not indicate any emerging risks that require to be addressed.

There were no appeals received from the Scottish Information Commissioner.

The report highlights the College compliance with its legislative requirements and does not highlight any issues that require to be addressed.

2   Assurance Framework Context

Assurance is defined as "...an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization."

As expectations of the College increase and available resources become more restricted, so do the constraints under which it operates and the risks that the organisation face. It is essential that there is an effective and efficient assurance framework in place to give sufficient, continuous and reliable assurance on College stewardship and the management of the major risks to organisational success and delivery of improved, cost-effective public services.

An assurance framework should be structured and provide reliable evidence to underpin the assessment of the risk and control environment for the annual Governance Statement, supported by independent appraisal from the internal audit service. The Governance Statement is a key feature of the College's annual report and accounts. It covers the College's corporate governance, risk management and internal control arrangements. The statement should incorporate an evaluation on how well the arrangements have operated in practice, based upon the ongoing assessment processes.

There are many sources of assurance in the College that can be harnessed to provide the body of evidence required to support the continuous assessment of the effectiveness of the management of risk and internal control. Understanding the sources of assurance and their scope means internal audit can focus most effectively on the riskier areas.

Assurance can come from many sources within the College. A concept for helping to identify and understand the different contributions the various sources can provide is the Three Lines of Defence model. By defining the sources of assurance in three broad categories, it helps to understand how each contributes to the overall level of assurance provided and how best they can be integrated and mutually supportive.

FIRST LINE
Within the 'front-line' or business operational areas, there will be many arrangements

established that can be used to derive assurance on how well objectives are being met and risks managed; for example, good policy and performance data, monitoring statistics, risk registers, reports on the routine system controls and other management information.

Nature of Assurance

This comes direct from those responsible for delivering specific objectives or operation; it provides assurance that performance is monitored, risks identified and addressed and objectives are being achieved. This type of assurance may lack independence and objectivity, but its value is that it comes from those who know the business, culture and day-to-day challenges.

SECOND LINE

This work is associated with oversight of management activity. It is separate from those responsible for delivery, but not independent of the College's management chain. This could typically include compliance assessments or reviews conducted to determine that policy or quality arrangements are being met in line with expectations for specific areas of risk across the College; for example, purchase to pay systems, health and safety, information assurance, security and the delivery of key strategic objectives.

Nature of Assurance

The assurance provides valuable management insight into how well work is being carried out in line with set expectations and policy or regulatory considerations. It will be distinct from and more objective than first line assurance.

THIRD LINE

This relates to independent and more objective assurance and focuses on the role of internal audit, which conducts a programme of work specifically designed to provide the Accounting Officer with an independent and objective opinion on the framework of governance, risk management and control. Internal audit will place reliance upon assurance mechanisms in the first and second lines of defence, where possible, to enable it to direct its resources most effectively, on areas of highest risk or where there are gaps or weaknesses in other assurance arrangements. It may also take assurance from other independent assurance providers operating in the third line, such as those provided by independent regulators, for example.

As an additional line of assurance, sitting outside of the internal assurance framework and the Three Lines of Defence model, are external auditors, , who are external to the College with a statutory responsibility for certification audit of the financial statements.
It is important that internal audit and external audit work effectively together to the maximum benefit of the organisation and in line with international standards.

2   Associated Risks

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

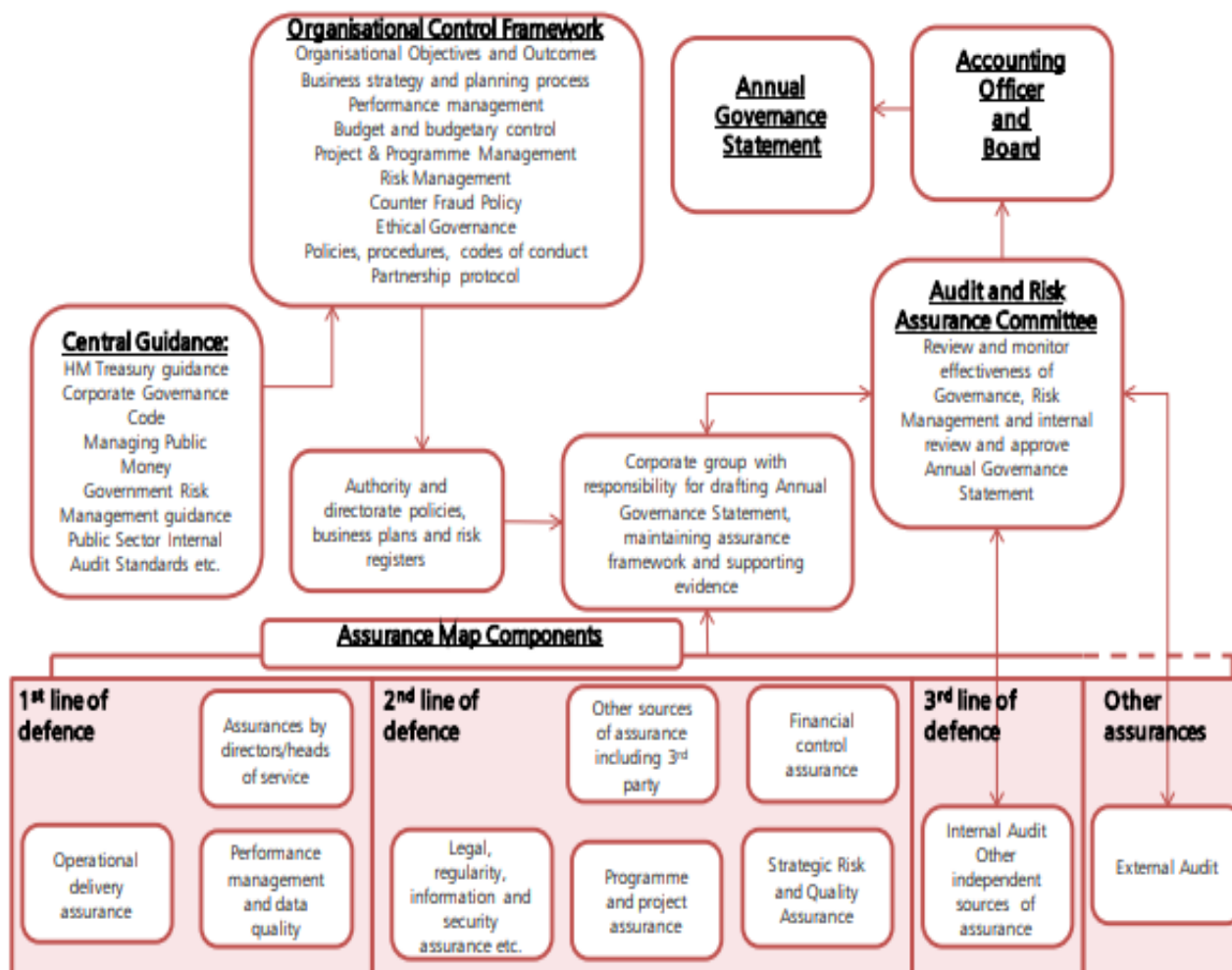**3   Equality and Diversity Impact Assessment**

An EDIA is not applicable to this paper given the subject matter.

4   Publication

This paper will be published on the College website.

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Alan Ritchie
Vice Principal, Finance and Infrastructure
10 December 2024

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Appendix 1 – Assurance Framework

Organisational Control Framework
Organisational Objectives and Outcomes
Business strategy and planning process
Performance management
Budget and budgetary control
Project & Programme Management
Risk Management
Counter Fraud Policy
Ethical Governance
Policies, procedures, codes of conduct
Partnership protocol

Annual Governance Statement

Accounting Officer and Board

Central Guidance:
HM Treasury guidance
Corporate Governance Code
Managing Public Money
Government Risk Management guidance
Public Sector Internal Audit Standards etc.

Audit and Risk Assurance Committee
Review and monitor effectiveness of Governance, Risk Management and internal review and approve Annual Governance Statement

Authority and directorate policies, business plans and risk registers

Corporate group with responsibility for drafting Annual Governance Statement, maintaining assurance framework and supporting evidence

Assurance Map Components

1st line of defence

Assurances by directors/heads of service

Operational delivery assurance

Performance management and data quality

2nd line of defence

Other sources of assurance including 3rd party

Financial control assurance

Legal, regularity, information and security assurance etc.

Programme and project assurance

Strategic Risk and Quality Assurance

3rd line of defence

Internal Audit
Other independent sources of assurance

Other assurances

External Audit

Title of Meeting: **Board of Management Meeting**

Date: **19 December 2024**

Subject: **2023-24 Complaints Annual Report**

Purpose: This paper presents the 2023-24 Complaints Annual Report for consideration by the Board of Management as part of the overall assurance reporting by the College.

Recommendation: The Board of Management is requested to note the content of the report and consider whether the Internal Audit Plan requires to be reviewed.

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1   Executive Summary

As noted in paper 4 of the December meeting pack, the Committee are provided with several reports during the year as part of the overall College assurance framework.

The Annual Complaints Report forms part of the first line of defence assurance work undertaken by the College. The report comes direct from those responsible for delivering specific objectives or operation; it provides assurance that performance is monitored, risks identified and addressed and objectives are being achieved. This type of assurance may lack independence and objectivity, but its value is that it comes from those who know the business, culture and day-to-day challenges.

The report provides an overview of:

a) Number and nature of complaints received page 2 – 137 complaints in total up 6% from 2022-23

b) 99% of complaints (2022-23: 97%) were dealt within the required or extended timescale

c) Top 5 complaints (page 5 and 6)
     a. Staff conduct (2023-24: 49 / 2022-23: 55)
     b. Assessment and exams (2023-24: 13 / 2022-23: 16)
     c. Application, admissions (2023-24: 12 / 2022-23: 11)
     d. Student conduct (2023-24: 8 / 2022-23: 6)
     e. Providing learning support (2023-24: 7 / 2022-23: 1)

d) A summary of the actions undertaken following complaints (75 actions of which 67 were completed during the reporting period – 89%). The College continues to monitor and complete the outstanding actions.

The College management team receives quarterly update reports through out the year allowing it to take effective remedial action where required.

The report highlights the College compliance with its legislative requirements and does not highlight any issues that require to be addressed.

2   Associated Risks

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

3   Equality and Diversity Impact Assessment

An EDIA is not applicable to this paper given the subject matter.

4   Publication

This paper will be published on the College website.

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Alan Ritchie
Vice Principal, Finance and Infrastructure
10 December 2024

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Annual Complaints Report
2023/2024

Ayrshire
College

Total Issues Received

158 issues were received. The chart on the right shows the number of issues received each month, split by the type of issue.

145 complaints were received, 8 of these were withdrawn. 10 issues were recorded as cannot directly assist and 3 as policy issue.

Of the 10 recorded as cannot directly assist, 1 complaint about a student's behaviour. 3 complaints about students' behaviour outwith College/on social media. 1 complaint from a member of staff about students smoking on campus. 4 anonymous complaints, where there was not enough information given to investigate the complaints and 1 was allegations of a person being a rapist and working illegally but not linked to the College.

Of the 3 issues recorded as policy issue, 1 was about the behaviour of a student on placement, 2 about a student being bullied by other students, which were dealt with through Student Conduct Policy, although 1 student did not want this investigated.

The charts below show the total issues received each month by campus and the total issues received split by campus and type of issue.

Issues received, split by month and type of issue
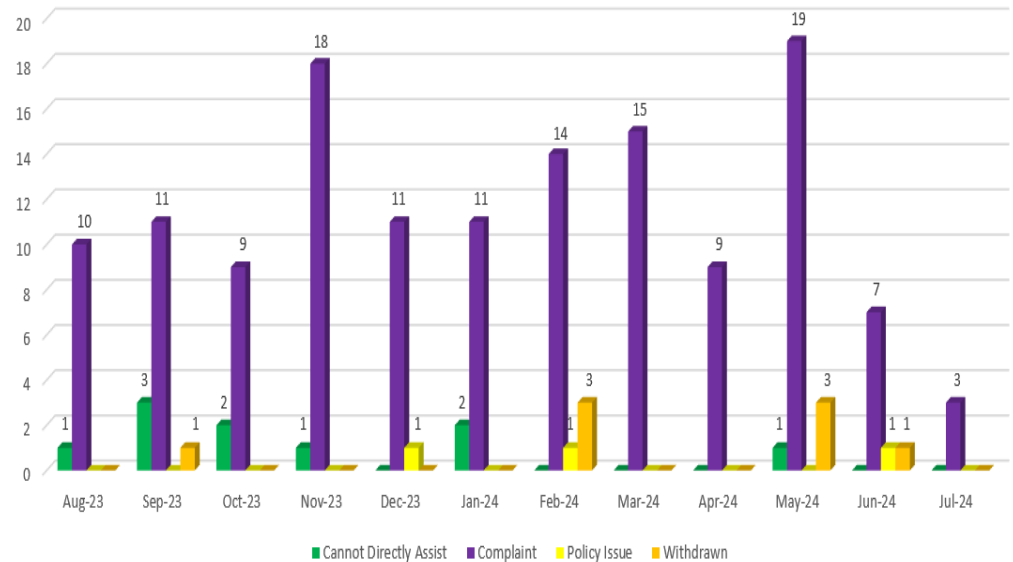
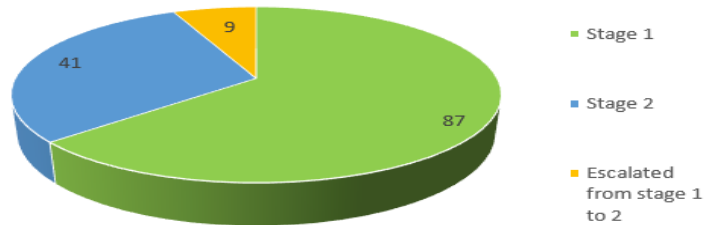Issues received, split by month and campus
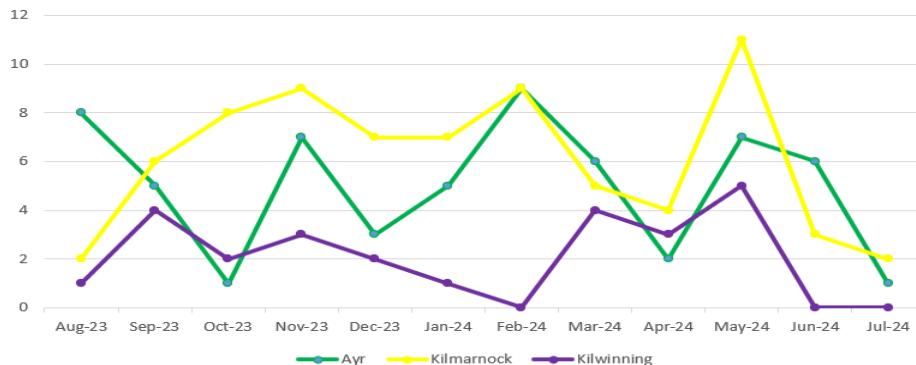
Issues received, split by campus and type of issue
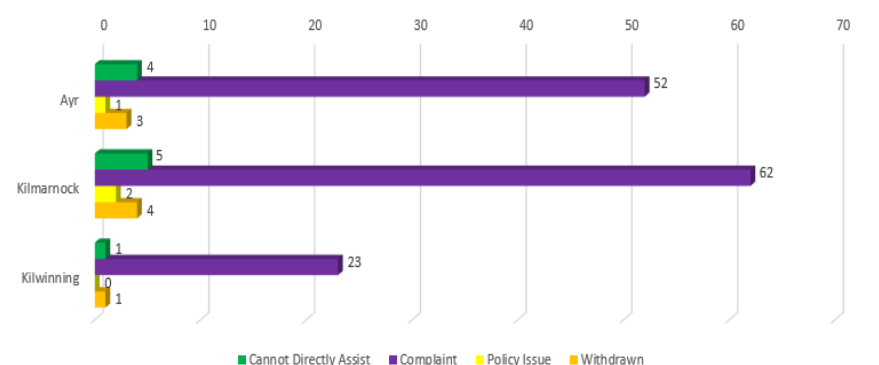
Complaints Received

Complaints received, split by stage

- Stage 1: 87
- Stage 2: 41
- Escalated from stage 1 to 2: 9

145 complaints were received, 8 of these were withdrawn.

The chart on the left shows the remaining 137 complaints received, split by stage.

87 out of 137 complaints received were dealt with at stage 1, which equates to 64% of complaints.

Stage 1 – SPSO set timescale is 5 working days and extended timescale is 10 working days

Stage 2 – SPSO set timescale is 20 working days and extended timescale is 40 working days

Escalated from stage 1 – 2 - SPSO set timescale is 20 working days and extended timescale is 40 working days

72% of complaints were closed within the SPSO set timescale.

Complaints received, split by stage and timescale closed in

	Closed within set timescale	Closed within extended timescale	Not closed within extended timescale
Stage 1	65	22	0
Stage 2	26	14	1
Escalated from stage 1 to 2	7	2	0
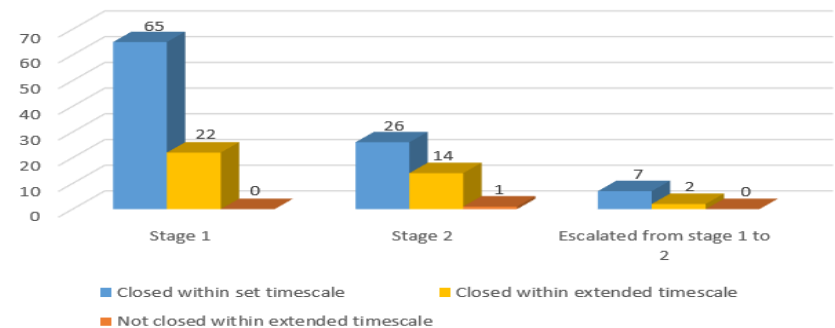
Complaints received, split by outcome as a percentage

- Not upheld: 37%
- Partially upheld: 16%
- Upheld: 15%
- Resolved: 32%
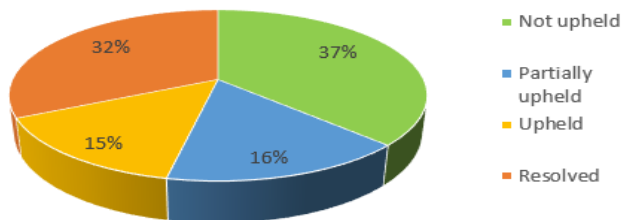
Of the 137 complaints received, 15% of complaints were upheld, with a further 16% partially upheld. This combines to 42 out of 137 complaints. 44 complaints were resolved.

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Complaints Comparison

|	COMPLAINTS HANDLING PROCEDURE INDICATORS	Q1		Q2		Q3		Q4		YTD		2022/2023	
1.0	Total number of complaints received & complaints received per 100 population												
1.1	Number of complaints Received	30		40		38		29		137		129	
1.2/1a	College Population and Number of Complaints received per 100 population	8498	0.4	8662	0.5	8607	0.4	7008	0.4	8662	1.6	9840	1.3
2.0	Number of complaints closed at each stage and as a % of all complaints closed												
2.1/2a	Number of complaints closed at Stage 1 and % of total closed	20	66.7%	27	67.5%	20	52.6%	20	69.0%	87	63.5%	59	45.7%
2.2/2b	Number of complaints closed at Stage 2 and % of total closed	7	23.3%	10	25.0%	16	42.1%	8	27.6%	41	29.9%	48	37.2%
2.3/2c	Number of complaints closed after Escalation and % of total closed	3	10.0%	3	7.5%	2	5.3%	1	3.4%	9	6.6%	22	17.1%
2.4	Open	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
3.0	Number of complaints upheld, partially upheld and not upheld at each stage and as a % of complaints closed at that stage												
3.0	Stage 1												
3.1/3a	Number and % of complaints upheld at Stage 1	11	55.0%	4	14.8%	2	10.0%	0	0.0%	17	19.5%	4	6.8%
3.2/3b	Number and % of complaints partially upheld at Stage 1	0	0.0%	1	3.7%	0	0.0%	2	10.0%	3	3.5%	1	1.7%
3.3/3c	Number and % of complaints not upheld at Stage 1	5	25.0%	7	25.9%	5	25.0%	9	45.0%	26	29.9%	15	25.4%
3.4/3d	Number and % of complaints resolved at Stage 1	4	20.0%	15	55.6%	13	65.0%	9	45.0%	41	47.1%	39	66.1%
3.0	Stage2												
3.5/3e	Number and % of complaints upheld at Stage 2	0	0.0%	1	10.0%	1	6.2%	1	12.5%	3	7.3%	11	22.9%
3.6/3f	Number and % of complaints partially upheld at Stage 2	1	14.3%	3	30.0%	8	50.0%	4	50.0%	16	39.0%	13	27.1%
3.7/3g	Number and % of complaints not upheld at Stage 2	6	85.7%	5	50.0%	7	43.8%	2	25.0%	20	48.8%	22	45.8%
3.8/3h	Number and % of complaints resolved at Stage 2	0	0.0%	1	10.0%	0	0.0%	1	12.5%	2	4.9%	2	4.2%
3.0	Escalated												
3.9/3i	Number and % of complaints upheld after Escalation	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.6%
3.10/3j	Number and % of complaints partially upheld after Escalation	0	0.0%	2	66.7%	1	50.0%	0	0.0%	3	33.3%	5	22.7%
3.11/3k	Number and % of complaints not upheld after Escalation	2	66.7%	1	33.3%	1	50.0%	1	100.0%	5	55.6%	13	59.1%
3.12/3l	Number and % of complaints resolved after Escalation	1	33.3%	0	0.0%	0	0.0%	0	0.0%	1	11.1%	3	13.6%
4.0	Total working days and average time in working days to close complaints at each stage												
4.1/4a	Total working days and average time in working days to close complaints at Stage 1	66	3.3	144	5.3	98	4.9	82	4.1	390	4.5	286	4.8
4.2	Total working days and average time in working days to close complaints at Stage 2	160	22.9	211	21.1	462	28.9	210	26.2	1043	25.4	1182	24.6
4b	Escalation	59	19.7	92	30.7	25	12.5	16	16.0	192	21.3	368	16.7
5.0	Number and % of complaints closed within set timecales (S1=5 workings days; S2=20 working days ; Escalated = 20 working days)												
5.1/5a	Number and % of Stage 1 complaints closed within 5 working days	17	85.0%	18	66.7%	13	65.0%	17	85.0%	65	74.7%	45	76.3%
5.2/5b	Number and % of Stage 1 complaints not closed with 5 working days	3	15.0%	9	33.3%	7	35.0%	3	15.0%	22	25.3%	14	23.7%
5.3/5c	Number and % of Stage 2 complaints closed within 20 working days	4	57.1%	9	90.0%	9	56.2%	4	50.0%	26	63.4%	30	62.5%
5.4/5d	Number and % of Stage 2 complaints not closed within 20 working days	3	42.9%	1	10.0%	7	43.7%	4	50.0%	15	36.6%	18	37.5%
5.5/5e	Number and % of Escalated complaints closed within 20 working days	3	100.0%	1	33.3%	2	100.0%	1	100.0%	7	77.8%	19	86.4%
5.6/5f	Number and % of Escalated complaints not closed within 20 working days	0	0.0%	2	66.7%	0	0.0%	0	0.0%	2	22.2%	3	13.6%
6.0	Number and % of complaints closed at each stage where extensions have been authorised												
6.1/6a	Number and % of Stage 1 complaints closed within 10 working days (extension)	3	100.0%	9	100.0%	7	100.0%	3	100.0%	22	100.0%	14	100.0%
6.2/6b	Number and % of Stage 1 complaints not closed within 10 working days (extension)	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
6.3/6c	Number and % of Stage 2 complaints closed within 40 working days (extension)	3	100.0%	1	100.0%	6	85.7%	4	100.0%	14	93.3%	14	77.8%
6.4/6d	Number and % of Stage 2 complaints not closed within 40 working days (extension)	0	0.0%	0	0.0%	1	14.3%	0	0.0%	1	6.7%	4	22.2%
6.5/6e	Number and % of Escalated complaints closed within 40 working days (extension)	0	0.0%	2	100.0%	0	0.0%	0	0.0%	2	100.0%	3	100.0%
6.6/6f	Number and % of Escalated complaints not closed within 40 working days (extension)	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

- 137 complaints received, an increase of 6% from 2022/2023.

- 64% of complaints were handled at stage 1 in 2023/2024, compared to 46% for 2022/2023.

- 72% of complaints were closed within the target timescale in 2023/2024, compared to 73% in 2022/2023.

- 99% of complaints were closed within the extended timescale in 2023/2024, 97% of complaints were closed within the extended timescale in the same period in 2022/2023.

Complaints – Sub-category

The chart below shows the complaints received, split by sub-category and outcome.

Complaints recevied, split by sub-category and outcome
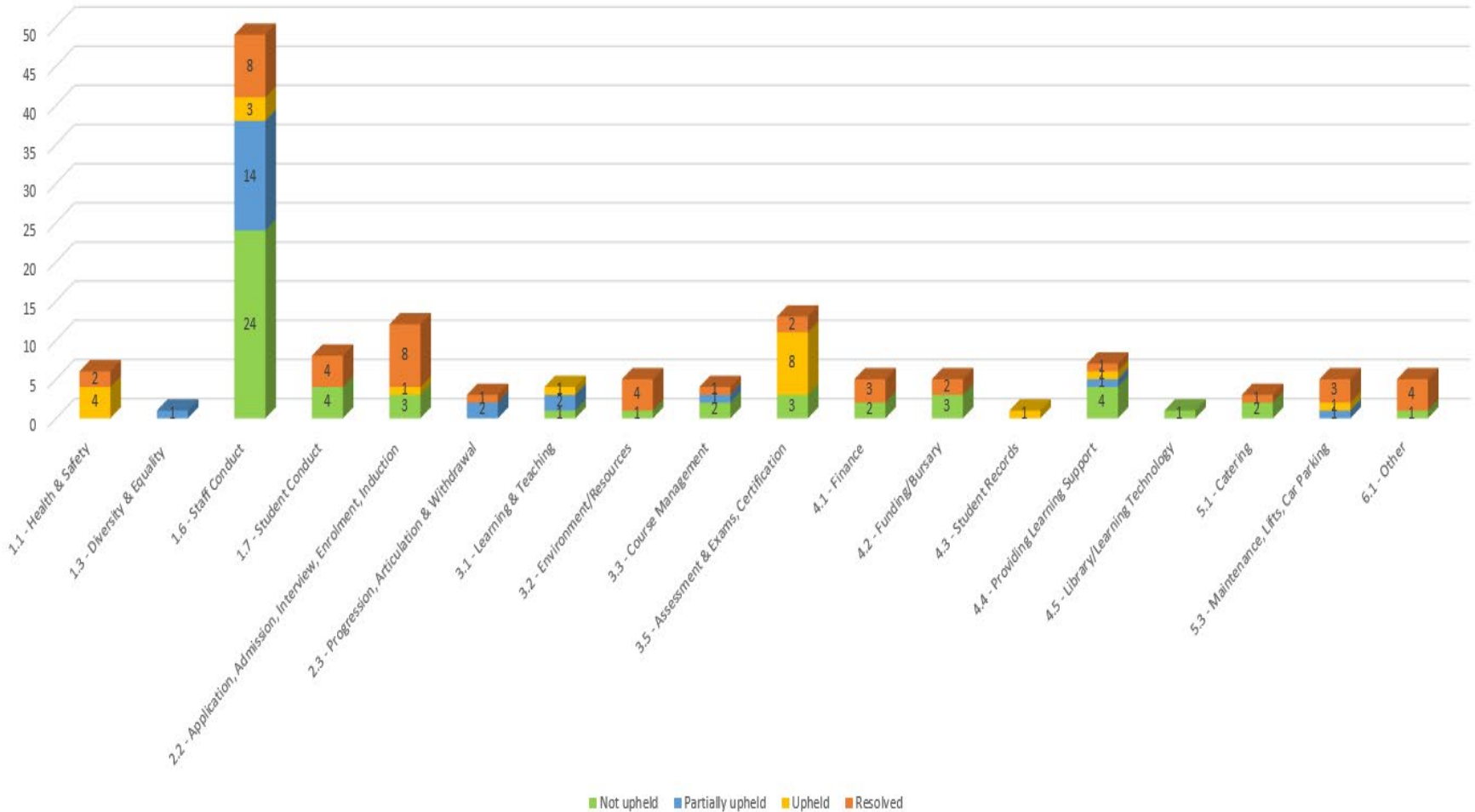
Complaints – Sub-category

Noted below are the reasons for complaint in each of the top 5 sub-categories:

Staff Conduct
- Treatment of students by staff member and with what was said to them
- Unhappy with the way they were spoken to by a member of staff and that no action taken when reporting bullying by other students
- Unhappy with the way they were spoken to by staff member, inappropriate comments made
- Unhappy staff member intimidating and harassing them
- Unhappy not allowed to progress due to criminal conviction but made staff aware of this before starting course
- Class cancelled as student was drinking coffee and did not remove the coffee
- Unhappy accused of plagiarism
- Member of staff unknown to the class went into class unannounced to confirm HND would run at different campus next year, unhappy with comments made
- Unhappy with the way concerns dealt with, accused of leaving early
- Lack of support, not received feedback
- Unhappy staff member spoke to other students about them and how they referred to them
- Feels being bullied by staff member and staff member unsupportive with additional support needs
- Staff member does not answer questions fully and has a lack of empathy
- Unhappy told by staff member using incorrect BSL signs
- Told member of staff did not want technology but this was ordered, unhappy with advice given to repay funds to SAAS
- Unhappy students marked absent when they were in college
- Unhappy refused entry to external event and their picture given to security

Assessment & Exams, Certification
- Unhappy not received their qualifications as results not submitted
- Unhappy apprentice not received their papers and told by the assessor this would be sorted before they retired but it wasn't
- Unhappy told had passed the course but hasn't passed
- Unhappy 3 units missing from HNC and need to do as part of HND
- Delay to complete SVQ and get skills test booked
- Concerned not going to complete apprenticeship, lack of communication and observations

Application, Admission, Interview, Enrolment, Induction
- Unhappy unable to transfer to another campus
- Unhappy did not get a place on the course, feels due to their sex
- Unhappy did not get a place on the course, feels due to their age
- Invited for an interview and then told did not have necessary qualifications
- Unhappy only offered a waiting list place and delay to receive offer
- Unhappy missed interview, as could not access system
- Unhappy offered an interview and then advised course full before interview took place
- Not offered a place as does not live in East Ayrshire
- Invited for an interview when course already full and only offering waiting list places
- Unhappy with delay to sign apprentices up for SVQ

Student Conduct
- Residents unhappy students smoking cannabis in their bin shed
- Unhappy with other students behaviour towards them and how this has been dealt with/no action has been taken
- Unhappy asked to attend a meeting and then told during the meeting this was a misconduct meeting
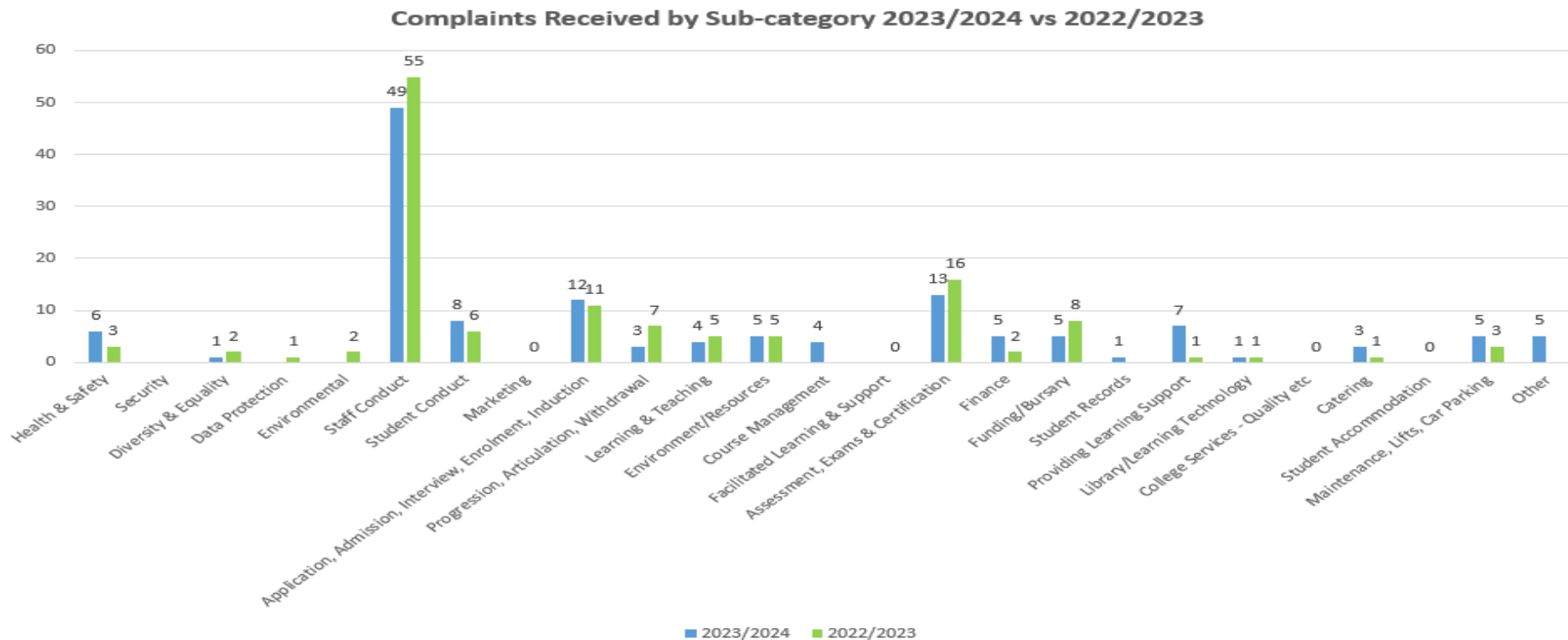
Providing Learning Support
- Unhappy told cannot be given extra time for exam
- Unhappy with the level of support received, placed on too high a level course, looking for refund
- Lack of support, appointments kept being changed
- Unhappy support not in place
- Unhappy BSL videos online, level 3 signer employed and using incorrect signs
- Asked to provide evidence to be able to get access to a scribe

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*Pages 18-20 show all the categories and sub-categories available

Complaints – Sub-category Comparison

The chart below shows the complaints received, split by sub-category, compared to complaints received, split by sub-category, in 2022/2023.

Complaints Received by Sub-category 2023/2024 vs 2022/2023

- Increase in complaints received in the providing learning support sub-category from 1 in 2022/2023 to 7 in 2023/2024. This is due to an increase in complaints about students feeling there is a lack of support or they have been asked to provide evidence.

- Decrease in complaints received in the staff conduct sub-category from 55 in 2022/2023 to 49 in 2023/2024. This is due to a reduction in complaints about the way students have been treated by a member of staff.

- Increase in the complaints received in the other sub-category from 0 in 2022/2023 to 5 in 2023/2024. This is mainly due to an increase in complaints about strike action or arrangements made when strike action taking place.

- Complaints received in the environment/resources and library/learning technology sub-categories have remained the same from 2022/2023 to 2023/2024.

Complaints – Curriculum/Service Area

The chart below shows issues received each month, split by curriculum/service area.
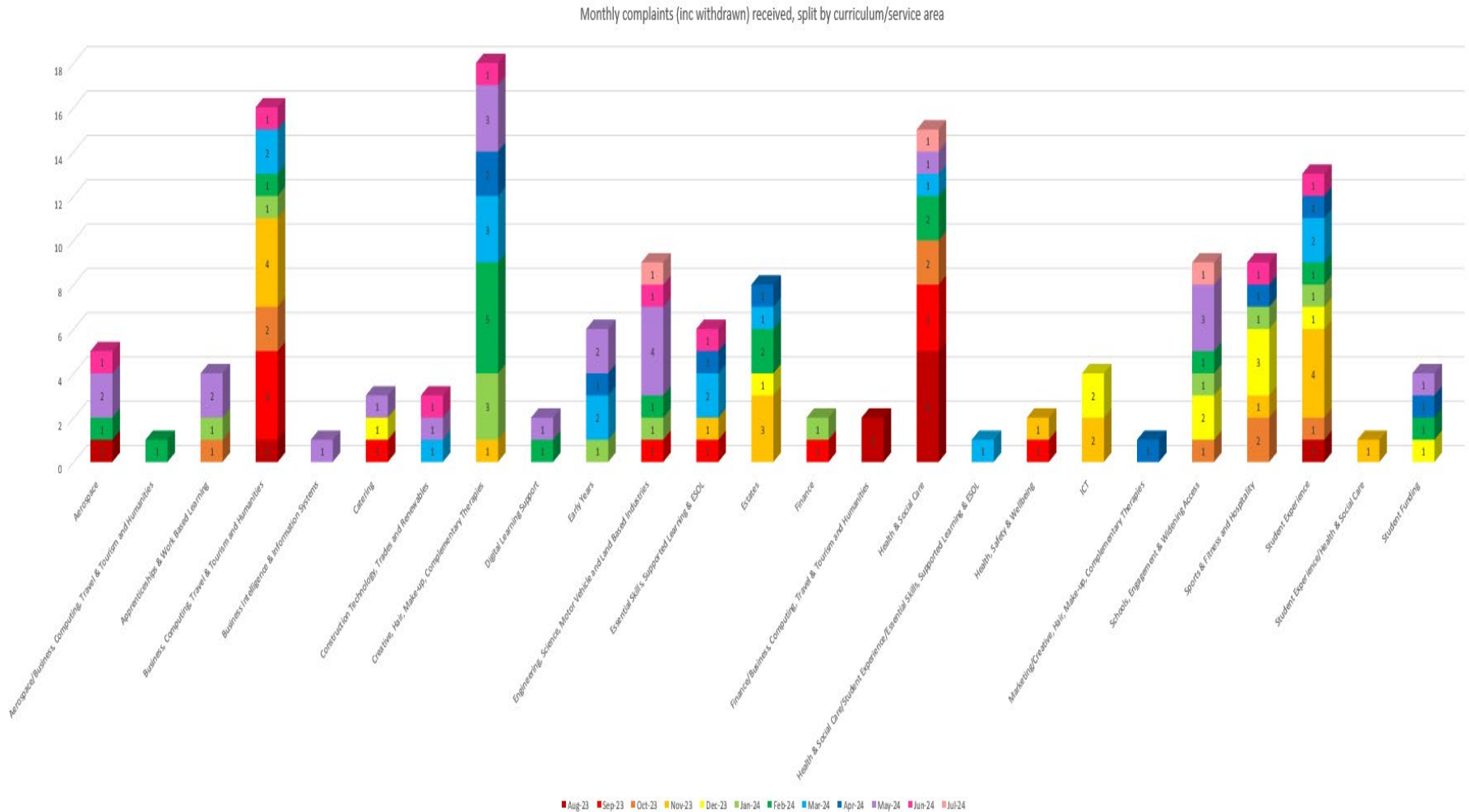
Monthly complaints (inc withdrawn) received, split by curriculum/service area

Complaints – Curriculum/Service Area

The chart below shows the complaints received, split by outcome and curriculum/service area.

Complaints received, split by outcome and curriculum/service area
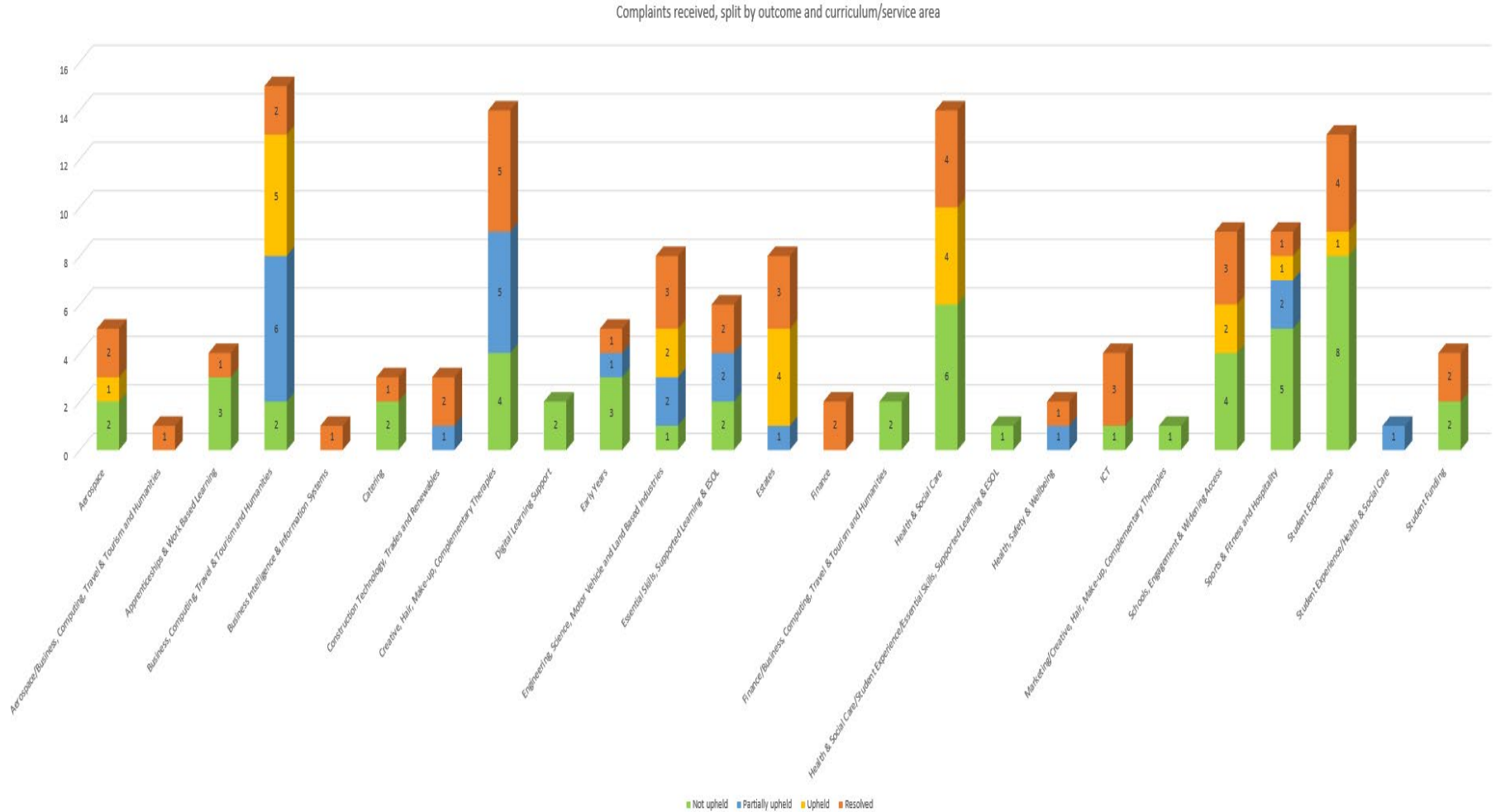
Complaints – Curriculum/Service Area

The chart below shows the percentage of complaints received, that were closed within the SPSO set timescale (5 or 20 working days), split by curriculum/service area.

Percentage of complaints received, closed within timescale split by curriculum/service area
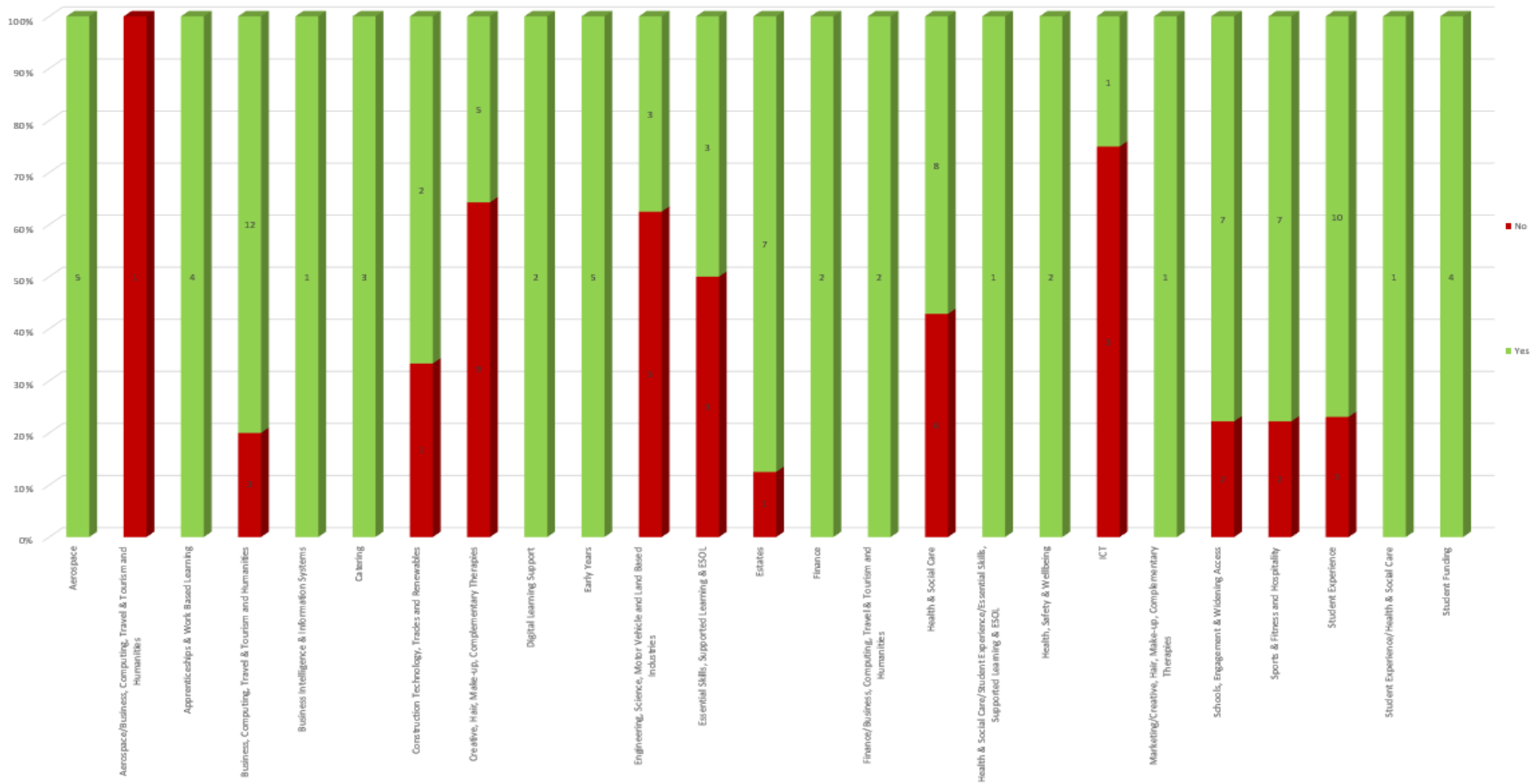
Actions

Complaint Category	Number of actions	Number completed	Number outstanding
1. Customer Care	39	32	7
2. Applications, Admissions & Progression	8	8	0
3. Course Related	13	12	1
4. Services	8	8	0
5. Facilities	6	6	0
6. Others	1	1	0
Total	**75**	**67**	**8**

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Service Improvements

Issue	Actions
Parent unhappy applicant offered a waiting list place back in June but clearing page of website still shows places available on the course. Also went into Kilwinning campus about another course, spaces were available on the clearing site, but was told the course was full.	Feedback given to Curriculum Manager that Head of available during the summer and can carry out interviews and close courses in their absence. Curriculum Manager will now have a detailed plan of actions to be taken when they are on leave. Student Records made aware that in the absence of the Curriculum Manager during the summer, they should contact the Head of to carry out interviews.
Student unhappy they have been asked to pay course fees. Does not feel they are liable for the fees, as they were withdrawn from the course.	Reviewed the wording of the Student Fees and Debt Recovery Policy, now Tuition Fees policy. The policy confirmed that if a student withdrew after attending more than 50% of the course no refund is due. This was made clearer that this is based on the amount of time the course has been running and not the student's actual attendance on the course.
Students unhappy desks in the classroom are too low for wheelchair access, there is only one table in LRC that can be adjusted and no adjustable desks in the open space, cannot adjust the table height in the Refectory and Still Room and the doors in the campus are too heavy.	Two electric rise and fall desks installed in the open space on level 2 and one installed in the LRC. Risers installed at a table in the Refectory and Still Room that can now be accessed by a wheelchair user. More crank handle keys for the rise and fall desks in the classroom in the process of being ordered. Process updated so that wheelchair users will be issued with crank handle key as part of PLSP to be kept until it is no longer needed.
Student unhappy with the learning and teaching from one of their lecturers, as they just plays videos in class. When they ask for support they don't get this and are unsure of what they are supposed to be doing.	Lecturer reviewed the delivery of the unit and discussed with the students their preferred models and explained why they were delivering in the method they were. Video use reduced but still available as a teaching aid if students require it.
Parent unhappy student asked to attend a meeting to discuss a miscommunication and was then informed it was a misconduct meeting and a misconduct form was completed. No check into their background or current issues was discussed with them.	Review of Student Conduct Policy, and the forms used, being carried out.

Service Improvements

Issue	Actions
Student unhappy with the cleanliness of the desks in the Riverside building at Ayr.	Cleaner who is responsible for that run has been absent and this hadn't been picked up by anyone else. Area was brought up to standard and will now be cleaned by another cleaner.
Student unhappy lecturer cancelled the class because they were drinking coffee and refused to remove the coffee or themselves from the class.	Curriculum Manager and lecturing team met to agree classroom rules at the start of term and will be clear in communicating them to avoid inconsistency. Head of and Curriculum Manager worked with the lecturer to explore measures to deal with student issues instead of cancelling classes.
Student unhappy college minibus is parked in a disabled car parking bay.	Estates Manager spoke with staff who park the minibus and reminded them not to park this in the disabled parking bays and where this should be parked.
Student unhappy with the lack of support received and wants payment for fees refunded. Also unhappy they were placed on a course they felt was too high a level.	Process updated so Team Leaders will now be copied into all responses/reports from Educational Psychologists so reports will be actioned when there is staff absence. Interviewees will now be routinely asked to complete a written activity at the point of selection, to support the decision making process.
Resident at Mount Pleasant Way unhappy students are smoking cannabis in their bin shed.	Police Campus Liaison Officer attended the area several times and spoke to several students. Also arranged for uniformed officers to visit the area.
Student unhappy having continual difficulty connecting to Wi-fi network. Unable to save on Chromebook at home.	ICT checked all laptops within the third floor of the Dam Park building to make sure they were working. Two needed some technical support to resolve but that was completed while in the classrooms. All available laptops working as expected. ICT Infrastructure technician responsible for the network completed a wireless survey in all classrooms.
Student unhappy report was run through plagiarism software, as not an SQA requirement. Unhappy they were told their report had been plagiarised in front of other students in the class. Unhappy told to redo the report.	Arrange to promote more information to staff on Turnitin. Promote more information to students on Turnitin during the induction information for session for 2024/2025.

Service Improvements

Issue	Actions
Parent of a student unhappy that someone driving in the carpark nearly knocked their son over. Also unhappy cars are parked at the front on the building on double yellow lines at the end of the day to collect people.	Health, Safety and Wellbeing team developed a poster to be displayed throughout the campuses on car park safety. Students will hopefully share this with those that pick them up.
Student unhappy the computers in the Hospitality department don't let you sign in, connect to the internet or do any work and it affects the work they are able to do in class.	ICT technicians checked all of the computers on the third floor to ensure they were working.
Councillor unhappy that the projector in the open space not working correctly.	Contacted external engineer and projector was fixed in the Open Space.
Student unhappy prices of food and drink not displayed in Refectory and Coffee Shop.	New price lists now displayed for confectionery, hot and cold drinks, cakes and chilled cabinet products. Breakfast and lunch pricing now displayed. Price list now displayed in the coffee shop.
Local authority employee unhappy with the way they have been treated by a member of staff and that managers knew about this and did nothing about it.	College and Local Authority staff who manage the programme will meet to do a full review of the programme. We stopped running the course at Kilmarnock and created a different model with fewer staff sharing roles and responsibilities. This clarified how the partnership works together.
Student unhappy they went to the gym and this was closed and had prepared themselves for this, as had anxiety about going.	Remove posters around the Kilmarnock campus promoting the gym being open on Tuesday and Wednesday evenings.
Student unhappy they fell in the carpark, as this was unlight. Lights on a timer and had gone off. Unhappy classes supposed to run until 21:00 and they have to finish early to be out of the building on time.	Timer for lights in the carpark changed to 21:30. Feedback given that classes should start to pack up at 20:55 to vacate building for 21:00 and not earlier.

Service Improvements

| Issue	Actions
Local resident unhappy they asked staff member for complaints email address and did not receive this, delivery drivers damaging their hedge, wall post has been damaged and does not go up and down, College wall has been hit and there is no space for delivery vehicles to turn.	Our grounds maintenance company will assess the damage to hedge and see if there is anything they can do to fix this. Assessed the damage to posts and arranged for these to be repaired. Replaced bollard with gate. Inspected the loading bay and surrounding area to ensure safe and efficient access for delivery vehicles and hatch markings have been added in. Monitor where people are parking and consider putting up signs and/or line painting to try and deter people from parking outwith the designated parking bays.
Students unhappy with the way they were spoken to by the member of staff and feels staff member bullying them. Also feel staff member is unsupportive with their additional support needs.	Head of Learning met with the staff team to discuss collectively and staff member individually, the culture that appears to have emerged, to ensure this unacceptable and unprofessional approach does not continue. Head of Learning discussed inclusive practice with the staff team and took forward any specific actions that emerge. Head of Learning gave feedback to staff member of how students with additional support needs might perceive the approach they have taken.
Student unhappy their placement has been cancelled and that this was not arranged sooner. Also unhappy was not allowed to organise their own placement. Causing issues to be able to get funding for taxi in place before placement starts.	Process put in place to prioritise student placements for those students who need transport to their placement through Disabled Student's Allowance.
Anonymous complaint unhappy cars without disabled badges are parking in disabled parking bays.	Estates Team will discuss this at the promoting behaviours group and incorporate it into the Respect campaign to highlight the importance of not parking in a disabled bay without a badge. Stickers have been requested for all campuses to allow Estates staff to address inappropriate parking, particularly in disabled bays. Estates staff will monitor this regularly.

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Service Improvements

| Issue	Actions
Students unhappy their course was not what was described on the website and not what is being delivered, classes don't start on time, staff member does not respond to Teams messages, inconsistency with assignments posted on Teams and often little notice given, class rearranged for different time but unable to attend.	Level of one subject delivered could have been better and we will therefore offer an additional free class on this specific subject. Website updated so description of another element of the course is clearer. Will consider splitting elements of the course and have different entry levels as a lot covered in short time.
Parent of a student unhappy offered a place on the next level course, which was then withdrawn and believes this is due to previous complaint raised about a lecturer.	Feedback to staff to ensure correct offer is issued with details of what has to be met to progress onto next level.
Student unhappy a replacement lecturer was not provided when their lecturer was on strike.	Offered resits to be carried forward into next academic year, however, resits carried out and passed in the current academic year. Revision sessions run before the resits took place.
Parent of a student unhappy with the way issues raised previously had been dealt with. Student told they cannot progress but received a continuing offer in February and a positive progress report in March. Issues with the floor book and told they had not completed this but had not been allowed to take the book home, completed most of the work but this was twisted and they got the blame, first to get their PVG back but not placed in a nursery placement and feels this is discrimination.	Students will now be issued with their own individual floor book so they can work on this when they want. Feedback given to staff to be mindful of meetings and to be more sensitive.
Student unhappy lecturer talks too much in class and does not spend enough time preparing for tests, does not provide feedback on tutorials, does not give enough notice of when tests will take place, resulted in the class falling behind and having to attend lessons during study leave.	In future we will make it clearer to students that they may still need to attend the course during study leave.
Parent unhappy applicant has not been offered a place on the course applied for because they do not live in East Ayrshire.	Updated website so wording clear applicants need to be living in East Ayrshire to apply for the course.

Customer Satisfaction

A total of 121 surveys have been sent, with 23 responses received, this equates to a 19% response rate. The results from the responses received are shown in the charts below.
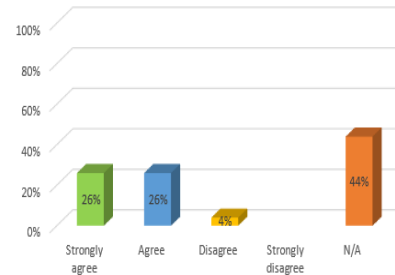

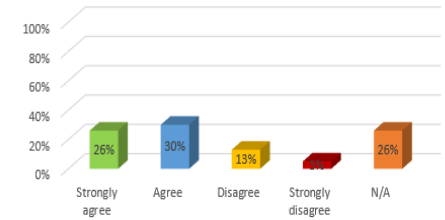Q2 - I was aware of the complaints procedure before I needed to make a complaint
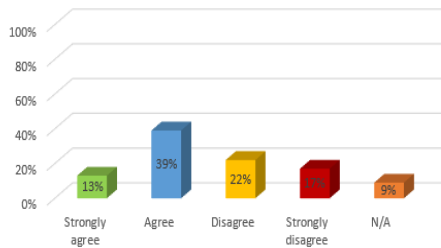
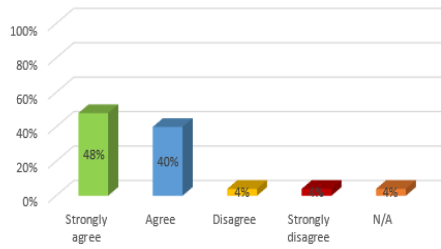Q3 - I found the complaints process easy to access
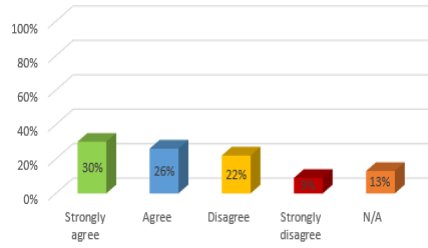
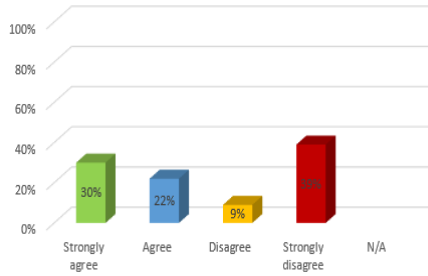Q4 - I found the complaints form easy to use

Q5 - I was able to access information and assistance in making my complaint where this was required
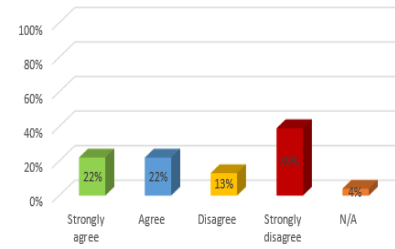

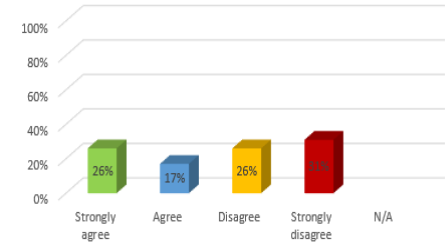Q6 - I received a prompt acknowledgment of my complaint

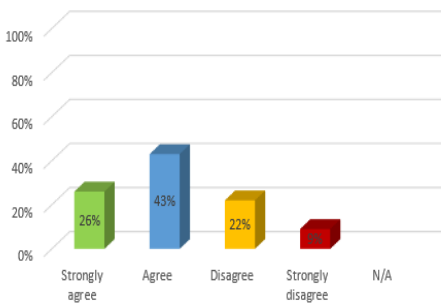Q7 - I felt my complaint was taken seriously

Q8 - I felt my complaint was thoroughly investigated
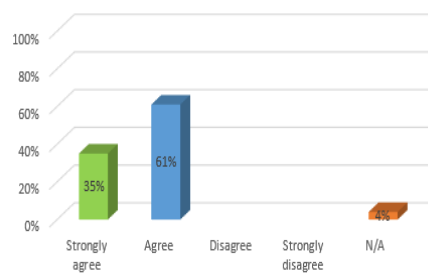

Q9 - I received a fair and objective response to my complaint
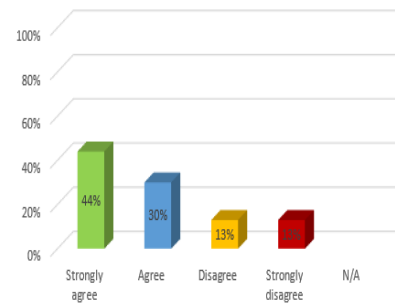

Q10 - I received a clear response to my complaint

Q11 - I received a response to my complaint within an appropriate timescale

Q12 - I was dealt with courteously at all times

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Appendix

The tables below show the College Development Network categories and sub-categories, which we have adopted.

1.0	CUSTOMER CARE	
	Sub-Category	Examples
1.1	Health & Safety	• Alleged misuse of disability car parking spaces • Subject to passive smoking in no smoking area • Tripping hazards in workshop
1.2	Security	• Theft of personal property • Padlock on bicycle locker cut by Estates staff
1.3	Diversity & Equality *(Protected Characteristics)*	• Failure to make reasonable adjustments under the terms of Equality Act • Visitor complains of poor accessibility to toilets and lifts • Student not allowed to progress on course due to additional support not being available to support disability • Textbook contains racist material
1.4	Data Protection	• E-mail address divulged to other people • Staff shared student personal data with others during classroom discussion
1.5	Environmental	• Housing Association complains of students littering outside tenants' properties • Neighbour complains of noise from construction work at College • Residents complain that students and staff used private car-parking spaces
1.6	Staff Conduct	• Poor customer service • Failure to respond to requests by e-mail/phone etc. • Requests handled impolitely, discourteously
1.7	Student Conduct	• Student complains that disciplinary procedure was applied unfairly • Students damage neighbouring properties

Appendix cont...

2.0	APPLICATIONS, ADMISSIONS, PROGRESSION	
	Sub-Category	Examples
2.1	Marketing	• Unable to find evening class information on College website • Misleading information in College prospectus
2.2	Application, Admission, Interview, Enrolment, Induction	• No acknowledgement of application • Criteria for rejecting application was unfair • Placed on waiting list despite applying quickly • No information on College website to inform applicant course was already full and only found out weeks later • Applicant travelled long distance for interview only to be told they didn't have the necessary entry requirements • Applicant invited to wrong campus for interview
2.3	Progression, Articulation & Withdrawal	• Student unhappy that they were not allowed to progress to next level having successfully achieved the previous level • Student complains withdrawal process was not followed • University not supplied with student reference as requested

3.0	COURSE RELATED	
	Sub-Category	Examples
3.1	Learning & Teaching	• Quality of teaching not to the standard expected • Teaching from powerpoint for 3 hours without a break • Lecturer unapproachable when requiring support
3.2	Environment/Resources	• Classrooms/desks not fit for purpose • Wifi unreliable • Broken smartboard • Workshops too cold • Not enough computers for size of class
3.3	Course Management	• Class cancelled at short notice • No contingency for staff absence • Lecturer arrives late/finishes class early
3.4	Facilitated Learning Support	• Guidance class not held • Staff do not provide printed materials in format stipulated in PLSP • Staff unaware of changes to PLSP
3.5	Assessment & Exams, Certification	• Assessments crammed into end of block • Student not provided with opportunity for re-sit • Delay in providing results/certificates • Not receiving certificate due to College failing to attach student to group award • Noise disruption during exam

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Appendix cont...

4.0	SERVICES	
	Sub-Category	Examples
4.1	Finance	• Former student unhappy to be threatened with legal proceedings for unpaid fees • Student unhappy not to have course fees refunded after withdrawing from course
4.2	Funding/Bursary	• Delay in processing bursary application • Application for hardship fund handled unfairly
4.3	Student Records	• Student personnel data is incorrect/not updated
4.4	Provided Learning Support	• Delay in arranging DSA assessment • Student unhappy that they could not have the same support worker for every class • Student unhappy that additional support requirements have not been put in place
4.5	Library/Learning Technology	• Student complained that library overdue book notification system was unfair • Lack of support provided by the College with regards to provision of IT on evening class • Library opening hours
4.6	College Services – Quality etc	• Delay in handling complaint

5.0	FACILITIES	
	Sub-Category	Examples
5.1	Catering	• Coffee shop frequently runs out of soya milk • Choice on offer
5.2	Student Accommodation	• Poor wifi service • Cleanliness of accommodation
5.3	Maintenance, Lifts, Car Parking	• Lifts out of order • College does not provide sufficient car parking space • College signage is misleading

6.0	OTHERS	
	Sub-Category	Examples
6.1		• No College wide 2 minute silence on Remembrance Day

Ayrshire College   *(Paper 11)*

Title of Meeting:	Board of Management Meeting
Date:	19 December 2024
Title:	**2023-24 Procurement Annual Report**
Purpose:	To summarise the Colleges performance, in relation to procurement for the period 1 August 2023 to 31 July 2024.
Recommendation:	Members are asked to consider and approve the report, following the recommendation from BRIC.

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1.   Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) requires public organisations, that have an estimated annual regulated spend of greater than £5m to develop and implement a Procurement Strategy, which is reviewed annually.   Organisations must also publish an Annual Procurement Report describing procurement activities conducted during the same period as the Procurement Strategy update.

The attached Annual Procurement Report (Appendix 1) summarises how the College has performed in its procurement activities and on delivery of its Procurement Strategy during the period 1 August 2023 to 31 July 2024.

The table on page 3 of the report shows the continuing progress of the College in relation to the level of collaborative contract spend. The College now spends 59% of its costs through framework and other contracted methods compared to 45% the previous year. The College continues to review the number of suppliers it interacts with and has seen a 17% reduction as it attempts to consolidate its expenditure. The College continues to pay the majority of suppliers within the agreed 30-day period, with only a minor number of suppliers being paid out with their agreed terms. Where possible the College will engage with local small and medium suppliers.

The report was presented to BRIC at the meeting on 3 December 2024, with feedback received. The Committee recommended the report to the Board of Management for approval.

2.   Associated Risks

The report advises of adjustments to the Procurement Strategy, which are necessary to secure future performance improvements and to enable the College to respond to local, national and global economic, political, social, and financial risks.

3.   Equality and Diversity Impact Assessment

An EqIA is not required.

4.   Publication

This paper will be published on the College website.

<div align="right">

Liz Walker
Chief Financial Controller
11 December 2024

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Annual Procurement Report (2023-24)

Contents

Executive Summary

This Annual Procurement Report (APR) summaries how the College has performed in its procurement activities and in the delivery of the strategic objectives set out in its Procurement Strategy . It covers the period of 1 August 2023 to 31 July 2024 and is the seventh report published by the College.

The College's Procurement Strategy is the outcome of consultation and discussion with internal and external stakeholders who have an interest in the College's approach to procurement and its impact. Stakeholders take part in the annual review of the College's regulatory compliance, obtaining value for money, as defined as the best balance of cost, quality and sustainability] and delivery of the College's strategic aims and objectives, in line with Scotland's National Outcomes. This annual report tracks the progress in line with these objectives.

The Procurement Strategy objectives align with the 2023-24 College strategic objectives and Section 2 reports on the delivery of these during the reporting period.

Moving forward, the College has reviewed its strategic ambitions and the revised Procurement Strategy will align with these and the Public Procurement Strategy for Scotland which supports the 4 overarching objectives of public procurement of being Good for Businesses and their Employees; Good for Places and Communities; Good for Society and Open and Connected.

As part of meeting the Sustainable Procurement Duty this APR will summarise efforts made to improve the economic, social and environmental wellbeing of their area and how procurement has contributed to the response to the global climate emergency.

Regulated Procurements and Spend Analysis[1]

The College has analysed its non-pay expenditure and has identified that over the period of this report the following expenditure has occurred:

- Regulated procurements above the Public Contracts (Scotland) Regulations 2015 threshold amounted to **£1,916,650**. There were **8** such procurements completed (see Appendix 1)[2].

- **3** had a contract value over the Government Procurement Agreement (GPA) threshold of £213,477 (incl. VAT) for goods and services.

- No works contracts over £5,336,937 (inc VAT) were awarded during the reporting period.

More information on the regulated procurements during the reporting period, sorted into procurement categories, is provided in sections 1 and 2 and additional detailed information is also reported in Annex 1 of this report and the headline figures are entered in the table below with a year-on-year comparison.

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[1] The Scottish Government define a regulated contract as 'Public contract (other than a public works contract) threshold of £50,000 and
Public works contract threshold £2,000,000 ', This is lower than the GPA (previously EU) thresholds which covers all of UK.

[2] The source of this data is the institution dashboard contained within the APUC Buyer's Guide Portal (APUC Collaboration Site).

Year 2023-24 Spend Summary

The College's total non-salary expenditure was **£12,828,269** (excluding VAT). This is down **7%** on 2022-23 with the construction and fitting out of the Kilwinning campus skills hub completed in the first quarter of the reporting year.

The core procurement influenceable expenditure, excluding NPD/PFI repayments, was **£5,259,577** with **£4,891,407 (93%)** of procurement expenditure under contract.

Collaboratively, **£3,113,494 (59%)** of procurement spend, excluding works, were sourced through Category A, B and C1 contracts and agreements. This has increased from 45% in previous years[3].

	2021-22	**2022-23**	**2023-24**
Total Spend	£13,202,577	£13,780,040	£12,828,269
Procurement Spend[4]	£5,978,957	£5,635,425	£5,259,577
Collaborative Contract Spend	£2,134,149 (43%)	£2,563,547 (45%)	£3,113,494 (59%)
Savings (% of Collaborative Spend)	£111,294 (5%)	£158,002 (6%)	£127,737 (4%)

- The College has **1,070** active suppliers (2022-23: **1,284**) on its purchase ledger and did business with **604** companies in the reporting period.
- **9,107** invoices were processed during the year, comparable to 2022-23
- An average of 26 days from invoice receipt to suppliers being paid, with **99%** of all invoices paid within the 30 day payment period, which is similar to the previous year. Those paid out with the terms was because of queries over price and or delivery details and did not result in any late payment notices.

The College is committed to supporting local businesses in Ayrshire and the rest of Scotland and recognises that this is *'good for businesses'* and '*good for places and communities'*. For this reason, engaging with and supporting local suppliers, wherever possible, remains a key element of our Procurement Strategy. During 2023-24, **149** of the College's suppliers (**22%**) were based in Ayrshire, with **50%** of all suppliers based in Scotland (**52%** in 2022-23). The College did business with **506** SMEs and **64%** of the total spend. This is consistent with spend in previous years.

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[3] APUC are still collecting framework spend and savings figures still need checked

[4] Influencable non-pay spend after rent, rates, subscriptions etc have been removed

This report comprises 5 sections which address mandatory reporting requirements:

- Section 1: Summary of Regulated Procurements Completed
- Section 2: Review of Regulated Procurement Compliance
- Section 3: Community Benefit Summary
- Section 4: Supported Businesses Summary
- Section 5: Future Regulated Procurements Summary

This report has been produced by the Head of Procurement and approved by Ayrshire College's Board of Management on 19 December 2024

Signed: ……………………………………………….

Angela Cox, Principal and Chief Executive

Section 1: Summary of Regulated Procurements Completed

The College works to ensure that all its procurements are carried out in an open and inclusive manner.

Full details of regulated procurements completed during the reporting period are set out in **Appendix 1**. That information, combined with the publication of Ayrshire College Contracts Register and the systematic use of Public Contracts Scotland and Quick Quotes, assists in providing visibility of the College's procurement activity.

In **Appendix 1,** information is set out to show lower value regulated procurements completed and Public Contracts (Scotland) 2015 regulated procurements completed. These are separated into contract categories and distinguish collaborative contracts from institutional ones. For each completed regulated procurement the information provided shows:

- the date of award
- the start date
- the category subject matter
- the name of the supplier
- the status of the supplier, i.e. SME, supported business etc.
- estimated total value of the contract over contract period
- collaborative or College owned
- the end date provided for in the contract or a description of the circumstances in which the contract will end.

In summary, there were **8** contracts with estimated values over the £50,000 regulated procurement threshold during 2023-24 with a total contract value of £**1,916,650**. **4** were awarded to SMEs with an estimated total contract value of **£1,269,076**, i.e. **66%** or total contract value awarded during the reporting period.

Collaboratively, the College awarded **3** regulated contracts under national and sector frameworks with a total value of **£592,574**

Percentage of Total Contracts Awarded

34%

66%

- SME (less than 250 employees
- Large (over 250 employees)

Value of Contracts Awarded

£90,750

£501,824

£1,324,076

- Category A National Framework
- Category B Sector Framework
- Category C Local Contract
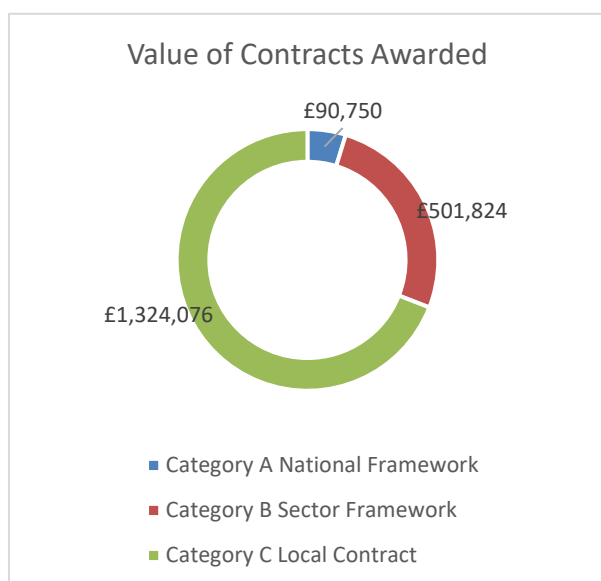
Section 2: Review of Regulated Procurement Compliance

Successful delivery against the procurement strategy objectives is part of a customer valued, continual improvement process that seeks incremental improvements to process and outcomes over time. Procurement activities at the College are subject to regular, independent review. In June 2024 the College underwent the new Procurement & Commercial Improvement Plan (PCIP) Pulse Check Lite review which confirmed progress in all areas moving the College into the silver banding. The table below provides an update of the actions and progress against the objectives that appear in the Procurement Strategy action plan.

Procurement Strategic Objective	Delivery and compliance in 2023-24
To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement service	Procurement continues to participate in national and sector workstreams as well as the local Ayrshire growth deal procurement. The Procurement Manager (PM) is participating in the Scottish Government procurement enhancement consultation group feeding into what and how national contracts are developed.
To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the teaching and learning, and service support communities, through the development of an effective and coordinated purchasing effort within the College	Regular meetings with the main category leads such as Estates and ICT ensures early engagement in new procurements as well as recurring contracts. In 2023/24 an online procurement awareness module has been developed and when complete will be rolled out to all staff with purchasing responsibility.
To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities	The PM is part of the College's digital transformation project which commenced in 2023/24 and has ensured consultation about the best routes for ICT cloud hosting and equipment procurement and engagement with the supply chain to help advise the College on its specification. This, together with monthly review of contracts due for review and analysing spend against contract has resulted in 93% of spend being under contract with plans in place to address the non-compliant spend in 2024/25
To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of College staff and students.	The contract risk register is updated quarterly, and forms part of monthly contract register review report and APUC supply chain status reports are circulated to senior management. PM participates in relevant training identified in annual development review.
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning conducted through a fair and transparent process	Spend data and contract compliance along with procurement performance is reported to the College senior leadership team on a quarterly basis and the top 10 key suppliers are managed to monitor their performance under frameworks.

Procurement Strategic Objective	Delivery and compliance in 2023-24
To embed sound ethical, social and environmental policies within the College's procurement function and to comply with relevant Scottish, UK and where still relevant, EU legislation in performance of the sustainable procurement duty	50% i.e. 4 of the 8 regulated contracts let in 2023/23 had sustainability objectives and criteria embedded in them and all College contracts have Fair Work First considerations embedded in the terms and conditions.

In making its regulated procurements, every care has been taken to ensure that the College awards the business to suppliers who are capable, reliable and who can demonstrate that they meet high ethical standards and values in the conduct of their business. The College has conducted all its regulated procurements in compliance with Public Contracts (Scotland) 2015 principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

The following part details the College compliance and performance during 2023-24 against the general duties and specific measures of the Procurement Reform (Scotland) Act 2014 that institutions are required to report on:

Procurement Reform (Scotland) Act 2014 duties and measures	Compliance and Performance
Contribution of Procurement to the Carrying Out of its Functions and Achievements of its Purpose	Procurement is proactive in supporting the College aim to achieve its objective [5] *'of being a place where businesses and communities can access skills, expertise and innovation that supports local and national economic development and inclusive growth... through strong collaboration and partnership working'* This is achieved internally by engaging with contract leads/budget holders to understand the curriculum and support services procurement requirements for the coming period, identifying opportunities to collaborate with others and by reviewing non-pay expenditure on a quarterly basis to identify tender and efficiency opportunities and plan procurement activity. Tender strategies have considered the impact, risk, value and strategic importance of the procurement and how that aligns with the College's strategic aims and objectives.
Delivering Value for Money	Procurement discusses the forthcoming goods and service requirements of the curriculum and support sectors of the College as well as understanding the budget allocations and constraints. By working with users, budget holders and other stakeholders at the start of the procurement process, procurement ensures consideration is given to the balance of quality, whole life costs and sustainability. Strategic contracts are then managed with the contract leads and supplier performance assessments carried out to ensure that the contract delivers the College requirements and value. A review of the continued need for the contract and the performance of the contractor is carried out before any contract is extended or re-tendered.

[5] Ayrshire College's Statement of Ambition 2030

Procurement Reform (Scotland) Act 2014 duties and measures	Compliance and Performance
	Along with spend analysis at a College level, the APUC contract and supplier management tool, Hunter, has helped identify where aggregated purchasing and collaborative opportunities can be established and APUC's Contract Uptake tool aids the review of the College's spend through collaborative frameworks and contracts. In 2023-24 the College used collaborative contracts for **£3,113,494** or **59%** of its purchases which is similar on 2022-23. These sector and national frameworks have delivered **£127,737** of savings Category A and B spend in 2023-24.
Acting in a Transparent and Proportionate Manner	The College makes sure that procurement documentation such as the invitation to tender documents are as simple as possible and follow a standard format. The full evaluation criteria and scoring methodology are clearly stated in our invitation to tender documents to reduce the resource impact on suppliers. Tender notices are all published via the Public Contracts Scotland (PCS) portal and we actively take steps to make procurement opportunities accessible to smaller and local businesses through the use of PCS Quick Quote, information about the College's procurement process on its [Procurement webpage](#) which also has a link to the [Contracts Register](#) During the reporting period, the College published **2** over threshold and **3** regulated tender notices for category C/C1 contracts (see Appendix 1). In addition to this, **14** quick quotes were issued – **3** if which were further competition invites for regulated value call off contract. The others were for under threshold purchases. A total of **87 suppliers** were invited to quote.
Treating Relevant Economic Operators Equally And Without Discrimination	The College's procurement policy and procedures reflect the [Procurement Journey](#) and all regulated procurements are advertised on Public Contracts Scotland (PCS) and UK Find a Tender. For those procurements below the regulatory thresholds, where appropriate, the College uses PCS Quick Quotes. Where potential supplier make enquiries about supplying the College and are not registered on PCS, these suppliers are encouraged to do so with the benefits of being registered and guidance on how to register interest in relevant notices. Outcome specifications and clear evaluation criteria as well as lotting requirements where possible to make the procurement as accessible to as many suppliers as possible. The College continues to seek opportunities to encourage SMEs to participate in procurement activity. For example, during the reporting period of **4** of the **8** regulated contracts awarded were to SMEs (see Appendix 1) and **7** of the **14** quick quotes.

Procurement Reform (Scotland) Act 2014 duties and measures	Compliance and Performance
Consulting and engaging with those affected by its procurements.	For each procurement, the College considers the community affected by the resultant contract and ensures that any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institutions' needs. Such consultation will always be on a scale and approach relevant to the procurement in question. The feedback informs the College of possible necessary adjustments and improvements to strategies, specification and the contract performance criteria. Suppliers who have participated in any procurement with the College are offered feedback. This is offered to both successful and unsuccessful suppliers to encourage ongoing improvement and to ensure an understanding of the evaluation process.
Prompt Payment Performance	The College's standard terms of payment are to pay 'within 30 days' of receipt of a valid invoice. The College paid **99%** of its invoices within the period and those out with that timescales were delayed due to queries or disputes over evidence of delivery or price. On average, the College paid invoices within **26** days. Compared to the previous year's average of **27** days. In accordance with the government's policy to embed prompt payment policies throughout supply chains involved in public procurement, the prompt settlement clause is included in College's conditions of contract and require bidders to have systems in place so that their sub-contractors are paid within the same timeframe.
Sustainable Procurement Duty	The College's strategic objective of responding *'to the climate change emergency by being environmentally responsible, embedding sustainability in our learning and teaching and business operation[6]'* along with its sustainable procurement duties is a driver in ensuring that, in all its regulated procurement activities the environmental, social and economic issues and impacts are considered with the College utilising tools such as whole life cycle mapping, sustainability testing and prioritisation. In all procurements consideration is given to environmental, ethical, economic and social impacts during the tender strategy of each procurement and throughout the procurement journey. The next part of the table details the College's activities regarding its sustainable procurement duty:
Community Benefits	Although the College has not awarded a contract over £4m in the reporting period it does consider what Community Benefits can be included in regulated procurements and more detail of the community benefits realised in 2023-24 is given in Section 3 of this report.

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[6] Ayrshire College's Statement of Ambition 2030

Procurement Reform (Scotland) Act 2014 duties and measures	Compliance and Performance
	The College will always consider the Scottish Government supported business framework when sourcing relevant goods and third sector bodies and supported businesses are always considered for relevant procurement activities.
Fair and Ethically Traded Goods and Services	APUC's Sustain Supply Chain Code of Conduct is included in all regulated procurements with suppliers being required to confirm they and their supply chains, will adhere to the Code of Conduct.
	The College sources Fair Trade hot drinks ingredients and in 2023-24 the spend was £18,438
	The College has published its own Modern Slavery Act Statement and complies with its duties under the Modern Slavery Act by seeking to only to contract with suppliers that comply with all appropriate and relevant legislation and updated annually.
	The College has tagged those key suppliers that are participating in the Ecovadis sustainability assessment scheme where environmental, labour and human rights ethics and sustainable procurement is evaluated.
The provision of food to improve the health, wellbeing and education of communities in the authority's area and promote the highest standards of animal welfare.	The College continues to source the majority of its fresh food requirements from APUC and TUCO frameworks to ensure that the food is sourced from suppliers operating to the highest standards of animal welfare and it is using hot beverage ingredients sought from fair trade suppliers.
	The College is continuing its improving health and wellbeing initiatives of offering students a free breakfast of cereal or porridge and lunch of soup and roll following its success in previous years.
Living Wage	The College is a living wage accredited employer and as required in the PRA, where relevant and proportionate, the requirement for contractors to have Fair Work First practices in place is incorporated into evaluation criteria.
Response to the Global Climate Emergency	The College is committed to the Supply Chain Climate and Ecological Emergency Strategy that the University and College sectors in Scotland have published. In conjunction with APUC From Now to 2030 (FNT2030) action plans to reduce emissions in the 6 identified primary areas of Estate operations & development, catering, furniture, information technology & services, laboratories and travel & transport have been developed and are regularly reviewed in the progress made.
	In addition to this the College's Sustainability Strategy sets out the College's desire to be a sustainable organisation and a driver of sustainability for Ayrshire to be operationally net-zero by 2040 and has the key objective of

Procurement Reform (Scotland) Act 2014 duties and measures	Compliance and Performance
	'The College's procurement arrangements use sustainable and ethical supply chains and promote best practice to our suppliers.' The College acknowledges that behaviour changes are needed from staff and students to reduce College emissions and this forms part of the engagement of procurement with staff when looking at current and potential procurement activity. As part of its digital transformation strategy, the College is moving from classroom ICT devices which are under employed to a library of laptops which students can request when needed only.
Health and Safety at Work Act 1974	The College requires contractors and sub-contractors to comply with the Health and Safety at Work Act 1974 (c.37) and any provision made under that Act. All contractors conducting works within the College campuses must be Site Safety in Procurement (SSIP) scheme members and submit risk assessments and method statements prior to work commencing on site and must evidence that staff have the relevant training and certification.
Alignment with the Procurement Strategy for Scotland	The College has been working to ensure that in carrying out its procurement activity alignment with the objectives of the [Scottish Government Public Procurement Strategy for Scotland 2024-2028](#) • **Good for Businesses and their employees** The College is working to maximise the impact of procurement to boost a green, inclusive and wellbeing economy, and to promote innovation. There is much activity in this area as the College is a key partner in the Ayrshire Growth Deal aerospace project. • **Good for society** Through participation in the procurement workstream of the Ayrshire Community Wealth Building strong community engagement and aimed to deliver social and economic outcomes. The College is providing training for local company employees to encourage the expansion of these businesses. • **Good for places and communities** The College has sought continuous improvement to help achieve a fairer and more equal society. Where relevant and proportionate the Living Wage and fair work practices of suppliers are promoted in tender documentation. The College is an accredited Living Wage organisation • **Open and connected**

Procurement Reform (Scotland) Act 2014 duties and measures	Compliance and Performance
	The College works to build communications both internally and externally with staff, stakeholders and suppliers, holding events on campus with its industry partners.

Section 3: Community Benefit Summary

In line with the Procurement Reform Act and sustainable procurement, the College's policy on identifying community benefit requirements is to consider on a case-by-case basis, the relevance and proportionality to the subject matter of the procurement. The requirement is then built into the procurement specification and into the eventual conditions of contract performance.

As part of the tendering process suppliers were invited to describe their approach to delivering community benefits or achieving social value through a contract, where relevant. Relevant community benefits included the following:

- providing training opportunities (e.g. Toolbox talks) with students and staff

- offering advice and assistance on the best practice methodology

- student work experience and employment

- apprenticeships

- local sub-contractor opportunities available to SMEs, 3rd sector and supported businesses

- direct involvement in community-based schemes or programmes

- educational support initiatives

- to minimise environmental impacts, for example impacts associated with vehicle movements and/or associated emissions and impacts on protected areas, buildings or sites.

In 2023-24, although no contract over £4m was awarded, the following community benefits and sustainability benefits were fulfilled:

- toolbox talks and training in renewable heating systems was provided to students by James Frew Ltd

- sponsors of the graduation ceremony by Asleigh Scotland Ltd and Reids Foodservice Ltd

- in working to minimise its environmental impacts, the College's biomass contractor, Land Energy Girvan Ltd became 'Grown in Britan' certified with all its timber being grown in the UK only. This has reduced transport emissions.

Section 4: Supported Business Summary

The College reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with GPA and Scottish Procurement Legislation and ensuring value for money for the College (using the only Supported Business Register currently available and published by STUC).

In 2023-24 the College did not reserve any contracts with a supported business. It did spend **£1,446** with Hansel Alliance, a supported business in Ayrshire, for laundry services and **£2,809** with Hey Girls CIC on sanitary products.

Section 5: Future Regulated Procurements Summary

By giving notice to suppliers of tendering opportunities that are expected to commence over the next two financial years, the College aims to encourage competition by promoting optimal participation in its procurement process and achieve best value for money in its procurements. The list of projected individual regulated procurement exercises is outlined in **Appendix 2**.

Overall, there are **15** potential contracts required at a value of **£1,830,650** and it is expected that there will be circa **9** current contracts that will re-let or considered for extension, with an estimated contract value of **£899,150.**

From discussions with managers about future requirements and analysis of spend over last 4 years, there are areas where regulated contracts will be required such as minor works for repairs and maintenance in Estates. From this, **6** potential contracts have been identified with an approximate value of **£931,500.**

In preparing this forward projection of anticipated regulated procurements, it is difficult to be precise about the details of the actual College requirements. Over a forecast period of two years, it is very probable that circumstances and priorities will change so the list of projected individual regulated procurement exercises outlined in Appendix 2 should be viewed with this in mind.

The information provided in Appendix 2- List of Future Regulated Procurements covers:

- the subject matter of the anticipated regulated procurement
- whether it is a new, extended or re-let procurement
- the expected contract notice publication date
- expected award date
- expected start and end date
- the estimated value of the contract
- contract category A, B, C or C1.

Appendix 1: List of Regulated Procurements (Compliant and Non-Compliant) Completed in 2023-24

Compliant:

Category Subject	Supplier Name	Date of Award	Owner: Cat A/B/C or C1	Start Date	End Date	Value over contract Period ex VAT	SME status	Supported Business
Supply and Delivery of Catering and Hospitality Student Clothing, Footwear and Kits	Russums	17/06/2024	C	01/08/2024	31/07/2026	£576,000	Small (10-49 employees)	no
Ayrshire College Grounds Maintenance and Winter Gritting Service	Mitie Landscapes Ltd	26/04/2024	C	26/04/2024	25/04/2026	£55,000	Large (over 250 employees)	no
Ayrshire College ICT Infrastructure Support 2024	Specialist Computer Centres Ltd	30/04/2024	A	30/04/2024	29/04/2025	£90,750	Large (over 250 employees)	no
Supply of Biomass Fuel to Ayrshire College	LandEnergy Girvan Limited	25/04/2024	C	25/04/2024	24/04/2026	£497,280	Small (10-49 employees)	no
The Provision of Student Psychological Assessments	Upeel Ltd	09/11/2023	C	09/11/2023	08/11/2024	£82,800	Micro (1-9 employees)	no
Website Services for Ayrshire College	Bright Signals	20/10/2023	C	23/10/2023	22/10/2025	£112,996	Small (10-49 employees)	no
Citrix Licences for Ayrshire College 2023	Softcat PLC	09/10/2023	B	09/10/2023	08/10/2024	£62,000	Large (over 250 employees)	no
Microsoft Campus Agreement for Ayrshire College	Phoenix Software Ltd	04/08/2023	B	23/08/2023	22/08/2026	£439,824	Large (over 250 employees)	no
					TOTAL	**£1,916,650**		

Non-Compliant:
None

Appendix 2: List of Regulated Procurements planned to commence in next two Financial Years, 2024/25 and 2025/26

Category Subject	Owner: Cat A/B/C or C1?	New, extended or re-let procurement	Expected contract notice publication date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value over contract period
ICT VEEAM Renewal	B	re-let	30/09/2024	07/10/2024	07/10/2024	06/10/2027	£60,000
Vehicle Leasing	A	new	21/09/2024	14/10/2024	14/10/2024	13/10/2028	£350,000
Kitchen and Ventilation System Deep Cleaning Service	B	re-let	12/09/2024	14/10/2024	21/10/2024	30/10/2026	£60,000
Staff Compliance Course E-Learning Platform	C	re-let	28/08/2024	01/11/2024	01/12/2024	31/11/2026	£62,650
Catering Supplies- Confectionery and Soft Drinks	C1	new	07/10/2024	09/12/2024	06/01/2025	05/01/2027	£170,000
Gas Boiler Servicing and Maintenance	C	New	04/11/2024	02/12/2024	06/01/2025	05/01/2027	£52,000
Mobile Telephony Service	A	re-let	18/11/2024	10/01/2025	17/01/2025	16/01/2028	£50,000
Air Conditioning Maintenance and Repair	C	new	02/12/2024	20/01/2025	03/02/2025	02/02/2027	£60,000
Alarm and CCTV Systems Maintenance	C	new	20/01/2025	17/02/2025	243/02/2025	23/02/2027	£50,000
Estates Minor Works Framework	C	new	20/01/2025	03/03/2025	03/03/2025	02/032027	£100,000
Similarity Detection Service	B	re-let	09/06/2025	11/07/2025	11/08/2025	10/08/2027	£52,000
Waste Services	B	re-let	13/05/2026	04/07/2026	16/08/2026	15/08/2028	£80,000
Adobe Campus Licence	B	re-let	30/05/2026	30/06/2026	17/08/2026	16/08/2029	£50,500
Microsoft Agreement	B	re-let	30/06/2026	31/07/2026	23/08/2026	22/08/2029	£400,000
Student Psychological Assessments	C	re-let	01/08/2026	30/10/2026	09/11/2026	08/11/2028	£84,000
						TOTAL	**£1,830,650**

Glossary of Terms

Contract Categories-A, B, C and C1 Contracts

Category A	Collaborative Contracts available to all public bodies • Scottish Procurement • Crown Commercial Services
Category B	Collaborative Contracts available to public bodies within a specific sector • Scottish Procurement • APUC • Scotland Excel • NHS National Procurement
Category C	Local Contracts for use by individual public bodies
Category C1	Local or regional collaborations between public bodies

APUC- Advanced Procurement for Universities and Colleges (APUC Ltd Reg. No. SC314764)

APUC's Sustain Supply Chain Code of Conduct APUC and its client community of Colleges and universities is committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contracts with suppliers that share and adhere to its vision. To demonstrate this commitment, current and potential suppliers are asked to acknowledge their compliance with the principles of the APUC Sustain Supply Chain Code of Conduct with respect to their organisation and their supply chain.

BT14 – Sustainability Based Benefits - sustainability benefits where costs are not normally relevant can be reported but will normally be described in narrative including but not limited to the following areas:

· Reduction in waste – packaging and / or further use of residue from processes etc.

· Reduction in consumption - use of raw materials (consumables, utilities etc.)

· Recycling and/or reuse of products

· Enhanced Reputation and/or marketing opportunities

· Community Benefits delivery

· Carbon Reduction

Social, equality and / or environmental improvements

Category Subject is a collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable.

College Dashboard – the area within the APUC Buyers Portal being developed by the APUC eSolutions team providing easy access to Colleges' key management reporting data being recorded centrally through **Hunter**. The dashboard currently hosts key regulatory procurement information on Contracts Registers, forward contracting plans, expenditure reporting and Annual Procurement Report Data. The list of reports is planned to expand to cover savings and Procurement & Commercial Improvement Programme dashboard data.

Community Benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental. Benefits. Community Benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of College contracts.

Contracts Registers these typically provide details of the procurement exercise to capture key information about the **contract** (the goods and services, values, date started, expiry date, procurement category etc.).

Cost Avoidance The act of eliminating costs or preventing their occurrence in the first place. It tends not to show up on, but materially impacts, the bottom-line cost and is normally referred to as a "soft" cost saving i.e. negating supplier requests to increase costs, procuring services/goods/ works under budget, obtaining prices lower than the market average/median.

Contract management or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

Government Procurement Agreement (GPA) Procurement Thresholds The Thresholds as set out by the World Trade Organisation. The present thresholds are inclusive of VAT:

Contract Type	1st January 2022 to 31st December 2023	1st January 2024 to 31st December 2025
Supply, Services and Design	£213,477 inc VAT (£177,897 ex VAT)	£214,904 inc VAT (£179,087 ex VAT)
Works	£5,336,937 inc VAT (£4,447,447 ex VAT)	£5,372,609 inc VAT (£4,477,174 ex VAT)

Hub (Spikes Cavell) – The Scottish Procurement Information Hub is provided by Spikes Cavell as a spend analysis tool allowing organisations to: -

- Identify non-pay spend on external goods and services
- Identify key suppliers and how many transactions are made with each
- Highlight common spend across suppliers and categories
- Identify spend with SMEs and/or local suppliers

This information means that individual organisations and Centres of Expertise can identify where collaborative opportunities might exist and where transactional efficiencies could be made. For more information, visit the Scottish Government's Hub page.

Hunter – Hunter has been developed by the eSolutions team. It is a database solution which uses standard Microsoft packages (Access and SQL Server) enabling organisations to effectively monitor and report on collaborative contracting activities.

As a solution, it is operational within the HE/FE sector in Scotland and is also being utilised by the HE consortia in England and Wales that also provide collaborative contracting services to the sector. Hunter has a multi-level structure which allows consortia to share collaborative agreements, make them visible to their member organisations, and in turn enabling them to record their own contracts.

Living Wage - this is the real Living Wage. It is a voluntary age rate of pay that is enough to ensure that those receiving it can have an acceptable standard of living and applies to all employees 18 and over. It is calculated by the Resolution Foundation and overseen by the Independent Living Wage Commission. The rate is reviewed annually by the Living Wage Foundation. The payment of the real Living Wage can be mandated in relevant and proportionate contracts as part of fair work considerations

Lotting - the Public Contracts (Scotland) Regulations 2015 encourage the use of lots (regulation 47), to promote competitiveness and to facilitate the involvement of SMEs in the public procurement market, by considering the appropriateness of dividing contracts into lots to smaller contracts.

Non-core expenditure/spend – third-party expenditure excluded from the scope of the Procurement Regulations.

Non-pay expenditure/spend - covers all third-party expenditure including non-core expenditure It excludes directly employed workers and associated costs such as national insurance, pension contributions and administration costs.

Output Specification requirements are set out in terms of what you want to achieve, leaving the tenderers to decide on how they will deliver those requirements. This can lead to innovation by the tenderers. The services detailed in the output specification should be capable of objective assessment so that the performance of the supplier can be accurately monitored.

Prioritisation - the Sustainable Public Procurement Prioritisation Tool which is a tool to aid all procuring organisations across the Scottish Public Sector designed to bring a standard structured approach to the assessment of spend categories.

Procurement Journey is public procurement toolkit with guidance and templates on the procurement process to facilitate a standardised approach to the market and contract and supplier management.

Procurement & Commercial Improvement Programme (PCIP) replaced the previous Procurement Capability Assessment (PCA) and focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver.

PCS (Public Contracts Scotland) - the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

PCS-Tender is the national eTendering system and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

Scope 3 Emissions - Greenhouse gas emissions are categorised into three groups or 'Scopes' by the most widely used international accounting tool, the Greenhouse Gas (GHG) Protocol. Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company. Scope 3 includes all other indirect emissions that occur in a company's value chain.

GHG emissions have been estimated on the economic value of goods and services purchased and multiplying it by using Department for Business, Energy & Industrial Strategy (BEIS), formerly DEFRA conversion factors. The calculation tool has been developed by the Responsible Procurement Group Scope 3 sub-group, UKUPC, EAUC and HEPA.

Segmentation the division and grouping of suppliers or contracts in relation to spend and its criticality to business.

Small and Medium Sized Enterprises (SMEs) encompass –

Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.

Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.

Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

Social Enterprises are revenue-generating businesses with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

Supply Chain encompasses all activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.

Supported business means an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

Supported employment programme means an employment programme operated by an economic operator, the main aim of which is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of those engaged in the programme are disabled or disadvantaged persons.

Sustainable Procurement A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

Third-Party Expenditure is calculated based upon the total value of invoices paid per annum, excluding VAT, to all suppliers for the purchase of goods and services. It is defined as including:

- Goods – tangible products such as stationery, which are often also known as supplies.
- Services – provision of an intangible product such as refuse collection, elderly home care, whether carried out internally or externally.
- Works – including construction works and utilities, i.e. energy costs.

It excludes employee costs, non-cash expenditure (e.g. depreciation), grants, trust payments and other non-controllable payments to other publicly funded bodies but should include spending on agency staff, capital expenditure and programme spend on commodities and services.

[NOTE: reference to contract is also to be construed as meaning a Framework Agreement]

1. Organisation and report details	
a) Contracting College Name	Ayrshire College
b) Period of the annual procurement report	01/08/23 to 31/07/24
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? *(Yes / No)*	Yes
2. Summary of Regulated Procurements Completed	
a) Total number of regulated contracts awarded within the report period	8
b) Total value of regulated contracts awarded within the report period	£1,916,650
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	8
i) how many of these unique suppliers are SMEs	4
ii) how many of these unique suppliers how many are Third sector bodies	0
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	8
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0
4. Community Benefit Requirements Summary	
Use of Community Benefit Requirements in Procurement:	
a) Total number of regulated contracts awarded with a value of £4 million or greater.	0
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	0
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	3

Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

d) Number of Jobs Filled by Priority Groups *(Each contracting college sets its own priority groups)*	0
e) Number of Apprenticeships Filled by Priority Groups	0
f) Number of Work Placements for Priority Groups	0
g) Number of Qualifications Achieved Through Training by Priority Groups	0
h) Total Value of contracts sub-contracted to SMEs	0
i) Total Value of contracts sub-contracted to Social Enterprises	0
j) Total Value of contracts sub-contracted to Supported Businesses	0
k) Other community benefit(s) fulfilled	0

5. Fair Work and the real Living Wage

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.	0
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.	3
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	3

6. Payment performance

a) Number of valid invoices received during the reporting period.	9,107
b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms.)	99%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	8
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain	0

of public contracts.

7. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period	0
b) Total spend with supported businesses during the period covered by the report, including:	£4,255
i) spend within the reporting year on regulated contracts	£0
ii) spend within the reporting year on non-regulated contracts	£4,255

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.	£5,259,577
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£4,519,199
c) Total procurement spend with Third sector bodies during the period covered by the report.	£1,446
d) Percentage of total procurement spend through collaborative contracts.	45%
e) Total targeted cash savings for the period covered by the annual procurement report	Target not set
f) Total delivered cash savings for the period covered by the annual procurement report	£423,646

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years	14
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£1,331,150

Ayrshire College Annual Procurement Report 2023-24

Learning, Teaching and Student Experiencee Strategy 2024-27

1) Introduction

The Learning, Teaching and Student Experience Strategy (2024-2027) is one of four underpinning enabling strategies which will facilitate the delivery of the College's new Strategic Ambition, [Empowering People for a Changing World (2024-27)](#)

2) Ayrshire College Strategic Ambition and Objectives

Strategic Ambition
Enabling learning which provides our people with the skills to be successful and our economy to thrive

Strategic Objectives

Outstanding Experiences
Grounded in high quality learning and teaching, where our students are challenged to reach the highest standards, to thrive and succeed.
We deliver outstanding experiences through:
→ Personalised and inclusive approaches
→ Building ambition
→ Inspiring success

Partner of Choice
Our sense of place extends to our communities, our business partners, our region and beyond. We are regionally focused and globally engaged as a key partner through:
→ Innovation and collaboration
→ Impactful contributions
→ Immersive relationships

Enabling the Future
We will shape the future positively, to drive transformation and continuous improvement, respond to challenges and bring new ideas to life through:
→ Leading and influencing within our ecosystem
→ Data informed and intelligence driven approaches
→ Agile and responsive behaviours

3) Learning, Teaching and Student Experience Strategic Ambition and Objectives

Our Ambition

To create outstanding, transformative and positive learning experiences which enable our ambitious learners to achieve their full potential.

Objectives

1. Outstanding Experiences

We will be recognised as an outstanding college by delivering innovative, high-quality learning and teaching, where our students are enabled to reach the highest standards to thrive and succeed.

We will do this by:

- Delivering personalised and inclusive learning experiences.
- Providing digitally enabled, problem-based learning.
- Offering enriching student-centered learning experiences delivered by outstanding staff.

2. Students as Partners

Students, as our partners, will be empowered, supported and inspired to positively shape and influence their learning experiences.

We will do this by:

- Ensuring all students are active participants in shaping their own learning. as well as influencing the strategic direction of the College.
- Regularly seeking and responding to student feedback.
- Supporting the physical and mental health and wellbeing of our students.

3. Prepared for the Future

We will prepare our students with the right skills to embrace challenges that will impact their lives and will enable them to make a positive contribution.

We will do this by:

- Delivering a transformative curriculum which is co-created by employers and industry.
- Offering inspiring skills pathways which lead directly to job opportunities and/or further study.
- Developing the skills that our students require to successfully innovate and collaborate both now and, in the future.

Performance Measures
1. Recruitment

	24-25	25-26	26-27
SFC Credit Target	111,480	111,480	111,480

2. Retention

	24-25 %	25-26 %	26-27 %
FE FT	74	75	76
FE PT	93	94	95
HE FT	78	77	78
HE PT	93	94	95

3. Attainment

	24-25 %	25-26 %	26-27 %
FE FT	68	69	70
FE PT	86	87	87
HE FT	67	68	70
HE PT	86	87	87

4. Progression

	24-25 %	25-26 %	26-27 %
Positive Destination	80%	82	84

5. Student Satisfaction

	24-25 %	25-26 %	26-27 %
SFC Student Satisfaction Survey	97	98	98

Monitoring and Review

The Strategic Objectives will be achieved through the successful delivery of a range of performance measures. The objectives, and associated performance measures will be embedded, on an annual basis, within the College's Operating and Enhancement Plan.

The Learning, Teaching and Quality Committee will annually review the progress made against each strategic objective.

Employer Engagement Strategy 2024-27

1) Introduction

The College's new Strategic Ambition, [Empowering People for a Changing World (2024-27)](#) was launched at the August 2024 staff conference. The Employer Engagement Strategy (2024-2027) is one of the four underpinning enabling strategies which will deliver on the overall ambition.

2) Ayrshire College Strategic Ambition and Objectives

Strategic Ambition Enabling learning which provides our people with the skills to be successful and our economy to thrive

Strategic Objectives

Partner of Choice
Our sense of place extends to our communities, our business partners, our region and beyond. We are regionally focused and globally engaged as a key partner through:
→ Innovation and collaboration
→ Impactful contributions
→ Immersive relationships

Enabling the Future
We will shape the future positively, to drive transformation and continuous improvement, respond to challenges and bring new ideas to life through:
→ Leading and influencing within our ecosystem
→ Data informed and intelligence driven approaches
→ Agile and responsive behaviours

Outstanding Experiences
Grounded in high quality learning and teaching, where our students are challenged to reach the highest standards, to thrive and succeed.
We deliver outstanding experiences through:
→ Personalised and inclusive approaches
→ Building ambition
→ Inspiring success

3) Employer Engagement Strategic Ambition and Objectives

Our Ambition

To create dynamic and collaborative partnerships with key employers and external stakeholders, ensuring that the skills offer aligns with the priority sectors in the Ayrshire region.

The strategy will drive economic growth and enhance income streams for the College and ensure that we are recognised as the training partner of choice across all priority sectors.

Objectives

1. Partner of Choice

Strong relationships with key employers and external stakeholders are essential for executing the Employer Engagement Strategy. By increasing our current connections within the local economy's priority sectors, we will:

- Better understand our regional economy, by identifying priority and growth sectors through local research and skills needs assessments.
- Develop a robust stakeholder engagement plan supported by a responsive CRM system to measure progress.
- Develop bespoke training and business improvement solutions tailored to the unique needs of employers including support for applied innovation, apprenticeships and upskilling/reskilling programmes.

2. Enabling the Future

It is crucial for the skills offer to adapt ensuring that the regional workforce possesses the skills required to sustain economic growth. Working in collaboration with employers, external stakeholders and industry bodies, we will:

- Ensure our approach is agile and responsive to future skills requirements putting the College at the forefront of advances in technology.
- Integrate innovation and meta-skills into the skills offer to ensure it is informed by data and driven by insights that address employer needs.
- Reposition our skills offer to address the upskilling and reskilling needs of employers, as well as the demographic changes across the region.

3. Outstanding Experiences

Exceed the expectations of employer partners to ensure that we are recognised as the training partner of choice. We will do this by:

- Fostering genuinely immersive relationships with employer partners to ensure that the College is at the centre of strategic partnerships within the region
- Ensuring that courses are personalised and tailored to meet the individual needs of the student and employer
- Create knowledge exchange opportunities for staff and students that ensure our skills offer and graduates are equipped with the skills and knowledge to compete globally.
- Showcasing the success of our programs to enhance reputation by proactively promoting courses, sharing case studies, and highlighting alumni testimonials.

Performance Measures

1. New Business/Sector Connections

	24-25	25-26	26-27
New Connections	20	25	30

2. Number of Modern Apprentices candidates

	24-25	25-26	26-27
Total Number of MA Enrolments	1300	1325	1350

3. Income Targets

	24-25	25-26	26-27
Education Contracts	£1,644,000	£1,700,000	£1,720,000
MA Managing Agent Tuition Fees	£430,000	£420,000	£410,000
Commercial Income	£656,000	£700,000	£750,000

4. Hosting Strategic networking events for priority sectors

	24-25	25-26	26-27
Number of Events	4	6	8

5. Innovation and Knowledge Exchange Partnerships

	24-25	25-26	26-27
Number of Partnerships	3	5	10

6. Employer satisfaction rates

	24-25	25-26	26-27
Employer Satisfaction	97%	98%	98%

Monitoring and Review

The Strategic Objectives will be achieved through the successful delivery of a range of performance measures. The objectives, and associated performance measures will be embedded, on an annual basis, within the College's Operating and Enhancement Plan.

The Business, Resource and Infrastructure Committee will annually review the progress made against each strategic objective.

Infrastructure Strategy 2024-27

Empowering People for a Changing World

Vision

Our vision is to have a College estate that delivers a high quality, technologically advanced and sustainable learning environment enabling and enhancing successful learning and skills outcomes for students, staff and other communities

CONTENTS

1. INTRODUCTION

1.1. As Ayrshire College we are:

- A significant economic contributor locally and nationally, employing over 800 staff directly, to deliver teaching and learning to a diverse community of 11,000 learners each year. Around 17% of these learners are under 16 years old and getting their first taste of work-based learning, approximately 40% are aged 16-24, and the balance are over 25.

- Integral to achieving a fairer and more equal society; providing opportunities to those who are furthest from the labour market to access further and higher education. We provide opportunities for social inclusion, improved life opportunities for children and young people and an opportunity to break the cycle of child poverty.

1.2. Our College infrastructure is a major strategic asset. Not only does it play a critical role in delivering the College strategic ambition but is a critical part of Scotland's infrastructure and integral to the success of the communities and economy that we serve. An attractive, technologically current, and fit-for-purpose infrastructure are essential to deliver our Colleges' core purpose in delivering successful outcomes for their students.

1.3. This Strategy describes the College's approach to investment in both the physical and digital infrastructure. The Strategy sets out the collective approach between the College and the Scottish Funding Council (SFC). The Strategy has been developed in alignment with the SFC College Infrastructure Strategy which describes the SFC's approach to determining future investment in Scotland's college estate and other college infrastructure.

1.4. The SFC Strategy recognises the urgent need for significant investment into colleges across all parts of Scotland. College estates need to be refurbished, renewed or realigned to meet future local needs and national priorities. Investment is required into buildings, digital infrastructure, low emission and renewable power and heating/cooling systems, student welfare and leisure facilities, equipment, transportation and residences. This includes critical estate maintenance and improvements, with the 2017 College Sector Estates Survey estimating £360m cost for backlog maintenance and removals costs.

1.5.   Despite the significant investment in the college sector, the SFC College Sector Estates Condition Survey 2017 classified approximately one-third of the college estate as needing material and significant backlog maintenance, either through major repair or replacement of core elements.

1.6.   All colleges receive annual capital maintenance funding from SFC, including funding for backlog maintenance identified in the 2017 College Estates Survey. In 2018-19 colleges received targeted funding to address Very High Priority backlog maintenance and since then, approximately 50% of all capital maintenance funding has been allocated to the High Priority maintenance need, with the remainder allocated to lifecycle maintenance costs. This is only sufficient to address approximately 50% of the lifecycle maintenance need. No funding has been available to tackle the medium or low priority backlog maintenance which has a total value of £255m at the time of the 2017 condition survey. If not addressed over time low and medium priority maintenance will become a high priority maintenance need.

1.7.   Whilst each college estate faces differing sets of challenges, all colleges receive less funding than is required to maintain and/or improve their estates to ensure they are fit for purpose.

1.8.   Ayrshire College has embraced alternative ideas of ownership and location of their facilities and are open to sharing physical and digital assets and expertise wherever feasible. The College has been working with several charities and public sector organisations to allow access to space, co-location and to formally let space which it is currently not productively using. Similarly, the College have expressed openness to utilising other local assets and collaborating as appropriate.

2.   STRATEGY CONTEXT

2.1.   The College Infrastructure is composed of:

A) Physical Estate Infrastructure

2.2.   The College operates from three principal campus at Kilmarnock, Kilwinning and Ayr as well as from several satellite locations.

2.3.   A review of the College physical estate applied the following grading system:

Good (Grade A)
Performing as intended and operating efficiently
(a new build)

Satisfactory (Grade B)
Performing as intended but exhibiting minor defects
(building 5 to 25 years)

Poor (Grade C)
Exhibiting major defects and/or not operating as intended
(building > 25 years)

2.4. The three main campuses have been assessed as follows:

Kilmarnock Campus

Kilmarnock
Built: 2016 - Performing as intended (Grade B)
No Condition Survey

19,225m2

NPD contract – Expires May 2041
C3 Investments in Ayrshire College Education Limited
IML – Manage Contract / Dalkia – FM Provider

Total cost per annum circa £5.7m
Capital £4.9m / Revenue £0.8m
SFC £5.0m / College £0.8m

Cyclical Maintenance Programme
Monthly ops meetings and attend C3 Board meetings

Kilwinning Campus – Main Campus

Kilwinning
Built: 2000 - Performing as intended (Grade B)
Condition Survey 2024

9,809 m2

"The facility has clearly been maintained and exists in a fair condition in line with the Project Agreement."

PFI contract – Expires June 2025
KE Projects Limited
IML – Manage Contract /Bellrock – FM Provider

Total cost per annum circa £1.6m
Capital £0.9m / Revenue £0.7m
SFC £0.0m / College £1.6m

Cyclical Maintenance Programme / Monthly ops meetings

Kilwinning Campus – Future Skills Hub

Kilwinning – Future Skills Hub
Built: 2023 - Performing as intended (Grade A)
Condition Survey N/a

904 m2

Owned by the College
FM services provided by Bellrock

Cyclical Maintenance Programme

Ayr Campus

Dam Park
Built 1966 – fair to poor condition (Grade C) (2017)
12,561 m2
£4.9m Backlog Maintenance

Riverside
Built 1999 – fair to good condition (Grade B) (2017)
8,544 m2
£1.1m Backlog Maintenance

Aeronautical
Built 2010 – good condition (Grade B) (2017)
1,256 m2
£0.5m Backlog Maintenance

2.5. The assessment highlights that most of the physical estate is in satisfactory condition.

2.6. The **Kilmarnock Campus** was completed in 2016 through a Non-Profit Distributing (NPD) delivery model. The operation of an NPD model is summarised below, with the College taking the role of the Authority:
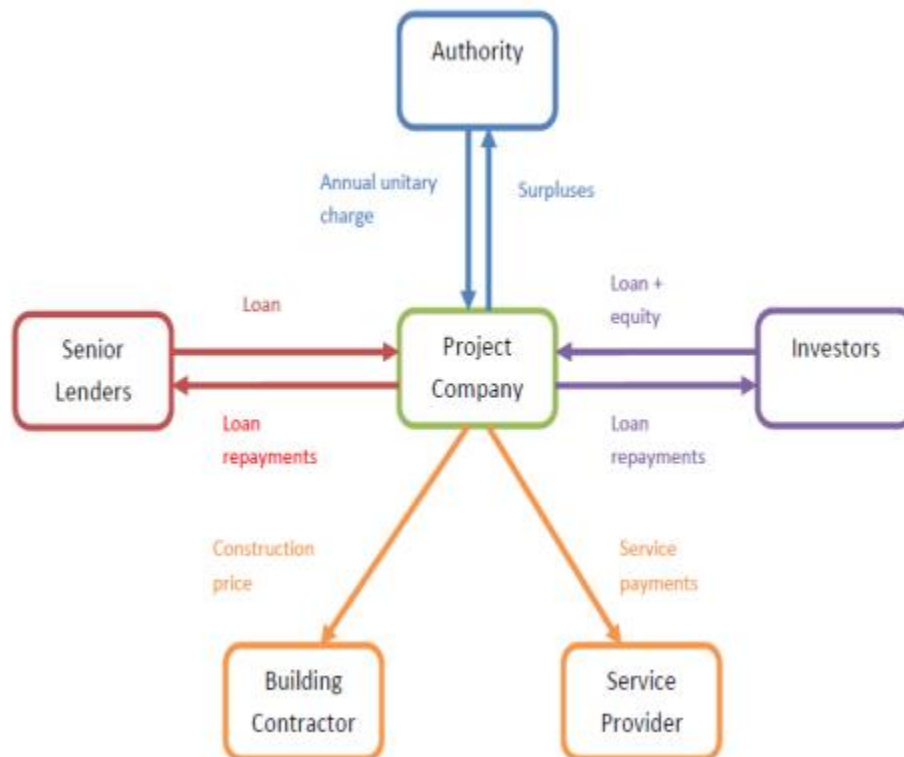
2.7. A summary of the benefits and how the model operates can be found on the Scottish Futures Trust website.

2.8. The **Kilwinning Campus – Main Building** was transferred from James Watt College in 2013 during the sector merger period having been completed in 2000. The campus was procured using a Private Finance Initiative (PFI). This is a procurement method which uses private sector investment to deliver public sector infrastructure and/or services according to a specification defined by the public sector. It is a sub-set of a broader procurement approach termed public-private partnership (PPP), with the main defining characteristic being the use of project finance (using private sector debt and equity, underwritten by the public) to deliver the public services.
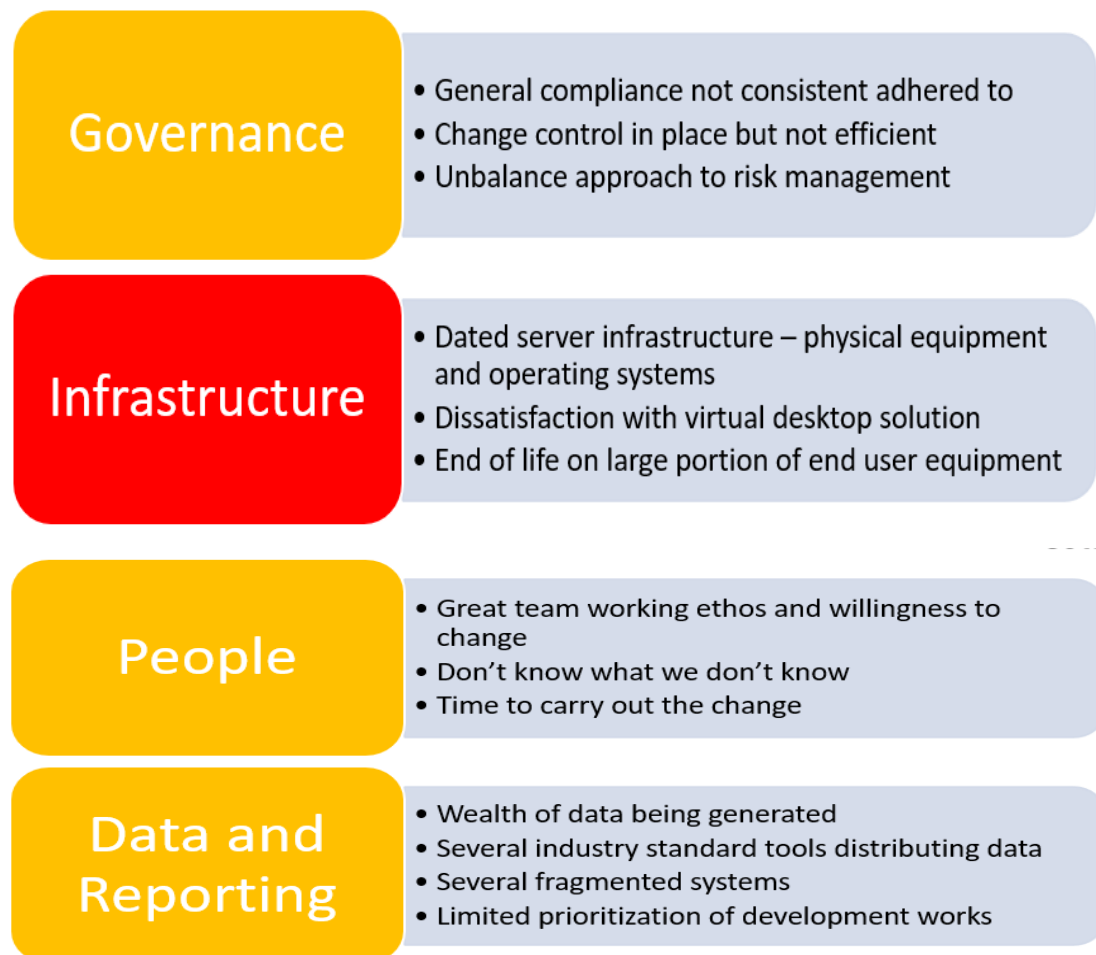
2.9.   Beyond developing the infrastructure and providing finance, private sector companies operate the public facilities, sometimes using former public sector staff who have had their employment contracts transferred to the private sector through the TUPE process which applies to all staff in a company whose ownership changes.

2.10.   The College PFI model is due to come to an end in June 2025 at which point the lease provided to the delivery company will terminate and the estate staff employed by the facilities management company will revert to the College. Following consideration by the Board of Management, the College will take full control of the building and staff in June 2025 along with settling the conditions of the PFI contract.

2.11.   The **Kilwinning Campus – Futures Skills Hub** was completed in 2023 using a combination of public, College and Ayrshire College Foundation funding. The facility represents the Colleges investment in the delivery of future skills provision in the region and anchors the whole Kilwinning Campus in North Ayrshire.

2.12.   The **Ayr Campus** is comprised of three buildings of varying assessment:

- The Dam Park Building was completed in 1966, and it has been subject to significant investment.
- The Riverside Building was completed in 1999 and was constructed using an early PFI model.
- The Aeronautical Building was completed in 2010 and whilst it is satisfactory regarding structure and function, it is not big enough to accommodate the future curriculum demand.

2.13.   The primary objectives for the College physical estates infrastructure will be to:

- Make more effective use of the space available to the College in Kilmarnock and Kilwinning campuses.
- Embed the Kilwinning Campus into the operations of Ayrshire College at the end of the NPD contract.
- For the medium to longer term, the College will look to engage with the SFC, strategic partners and the wider College community in relation to future development activities for the Ayr Campus.

B) Digital Infrastructure

2.14. The College digital infrastructure has been broken into four constituent parts based upon work undertaken by an external consultancy (Lion and Gazelle) in 2023. The constituent parts have been graded based upon the work of the consultants as follows:

■■■■	Functionally suitable and compliant with limited investment required
■■■■	Issues with functional suitability and / or with compliance therefore some investment required
■■■■	Either not functionally suitable and/or not compliant therefore requiring significant investment

2.15. The College digital infrastructure has initially been graded as follows:

Governance
- General compliance not consistent adhered to
- Change control in place but not efficient
- Unbalance approach to risk management

Infrastructure
- Dated server infrastructure – physical equipment and operating systems
- Dissatisfaction with virtual desktop solution
- End of life on large portion of end user equipment

People
- Great team working ethos and willingness to change
- Don't know what we don't know
- Time to carry out the change

Data and Reporting
- Wealth of data being generated
- Several industry standard tools distributing data
- Several fragmented systems
- Limited prioritization of development works

2.16. The aim over the next three years for the College digital infrastructure is to deliver the following outcomes:

People
- New People Strategy building on Ayrshire Way
- Plans for technology days and try before you buy
- 3c working to allow time to carry out consideration of the changes required
- Embedding technology to enable agile communications

Data and Reporting
- System map created
- Work to commence on road map for system and data developments
- Researching tools and best practises to enable one source of truth
- Evaluating AI and automation

Governance
- Introduction of Digital Governance Group
- Structured approach to projects and investment pipeline
- 4-year investment planning subject to ongoing consultation with staff and student
- Focus on alignment to new Scottish Government cyber resilience framework (CRF-V2)

Infrastructure
- Phased plan to move to server infrastructure to Azure cloud solution
- Proof of concept on new virtual desktop solution with planned deployment during first half of 2024-25
- Student / staff laptop replacement programme first year implemented

3. STRATEGIC PRINCIPLES

3.1. The principles that will underpin any initiative associated with the delivery of the Strategy are:

Confidence
Confidence in the infrastructure (it is reliable and accurate) and confidence in the use of the infrastructure (training and how to guides) must coexist to allow users to feel empowered in the day-to-day use of the digital and physical estate and applications. This should boost productivity and minimise workarounds.

An Enabler to the College Strategy Ambition
The Strategic Ambition and its direction are primary, and all infrastructure decisions should be in service of the Strategic Ambition and enable users to achieve strategic outcomes.

Users Engaged in Decision Making
Governance forums making key IT decisions should include all aspects of the College and must actively support the IT change. It is important to ensure that the whole College is involved and has a voice in decision making as this will help in adoption and the associated business change

Resilience
The infrastructure should be robust to the number of users, time of day and the day of the week. Any instances of non-availability should be planned and short. Unplanned outages / loss of access should lead to minimal losses of operational time (access, data and transactions).

Future Proof
As the infrastructure is designed to enable the College Corporate Strategy, it should have a line-of-sight to the long term and evolve incrementally as opposed to requiring a significant overhaul every 3-5 years.

Risk Tolerance
While the infrastructure should be designed to not create risk for the College, it should also incorporate 'out-of-the-box thinking' with a clear risk-reward understanding so the College delivers its growth objectives.

Robust Governance and Change Management

Tiered governance should be in place, so the right decisions are taken at the right level in the College with clear cascade from the top for effective operation of the overall infrastructure.

Change Management (asset management plan)

All elements of the infrastructure should have a management plan, and changes must be effectively managed to minimise disruption and to benefit from any opportunities presented.

Value for Money

While a range of options might exist in specific areas, decisions should be made based on value to the College, including long-term value.

Single Source of the Truth

The application layer should as much as possible and where relevant, integrate at the data level to present a single source of truth of College data.

Operating Model – Remote Learning/Working

All transformational change should align with the College operating model, and a user should be able to access technology services:

- 'From Any Device',
- 'Any Time' – Always available,
- 'Anywhere' - Access from any location

4. STRATEGIC OBJECTIVES

4.1. Over the next three years, based on the above assessment and where we want to be as a College, the following six objectives have been agreed:

1) To maximise the use of all assets through improved space utilisation / intelligent design and to minimise our environmental impact by using smart technologies	
Physical • To see all space as touch down space thereby improving space utilization through inform / dynamic use of space • To combine technology and space to offer immersive experiences to all users • To provide security to those on campus and to promote safe and accessible campuses	**Digital** • To support ways of finding for all our communities. From your position find locations, resources and services • To implement digital to operate all spaces as social, learning and office space to be used on demand • To detect failing services and report on solutions • To deploy digital preservation technologies to support streamlined information governance, protecting business continuity and institutional memory
2) Implement rolling investment plan to improve service design and delivery methods	
Physical • To input / respond to the SFC Infrastructure Strategy outputs • To integrate the operation of Kilwinning campus • To develop a four-year rolling estate works plan • To optimise the estate / ICT budget to continue to enhance the College infrastructure in line with curriculum / strategic priorities.	**Digital** • To implement and report on success of Digital Transformation projects • To embed operations of Digital Governance Group to ensure digital investment is aligned to College strategic priorities • To ensure that the voice of students and staff are included in all developments • To develop a four-year rolling digital works plan

3) To significantly enhance the student and staff experience through dynamic and impactful digitally enabled on and off-campus environments	
Physical	**Digital**
• To blend and integrate social and learning spaces, traditionally thought of as being separate entities • To pioneer innovative practices by optimizing the synergy between people, processes, and systems resulting in efficient and effective administration service. • Contribute to the transformation of the all workspaces into a digital operating environment to support "any space = workspace"	• To improve the experience of students who seek help or require engagement with departments and services • To bring together a suite of digital learning technologies into coherent platforms for learning that delivers on the Ayrshire College experience • To embrace further a digital-first approach that leverages the security, elasticity, and efficiency of cloud services, while concurrently maintaining a robust on-campus presence ensuring a powerfulhybrid approach
4) To minimise the environmental impact of the College and maximise sustainable outcomes	
Physical	**Digital**
• To promote more initiatives through the College Sustainability Group in line with the Governments climate action change agenda • To prioritise further investment in the College estate in LED lighting, improved heating systems, and close monitoring of the building management systems • To monitor and manage utility costs, in particular high usage areas and identify opportunities where savings can be made • To promote sustainability awareness campaigns to encourage students' participation and to encourage staff and visitors to play their part • To develop a College waste management programme to ensure	• To drive the reduction of the environmental impact, using smart technologies to improve the environment for our staff and students • To adopt best practice within ICT project implementation, whilst embedding knowledge of sustainability and increasing awareness of the impact of digital on the environment. • To reduce the College overall power consumption through careful resource management and implementation of a carbon accounting system to help the College measure its CO2 emissions. • To ensure through the procurement process that new systems and services are available remotely and

all users recycle waste products correctly	24/7/365 to support the needs of our staff and students and reducing the need for travel. • To drive a paperless workplace approach with staff making use of appropriate technologies to replace the need for printing.

5) To prioritise seeking collaborations as a means of delivery through partnerships with other education providers and stakeholders

Physical	Digital
• To develop options for shared facilities, co-locations with stakeholders and collaborative ventures • To work with commercial teams to bring in external users to the College estate for events, community groups and local business participation	• To provide safe digital workspaces for external users and stakeholders • To continue to explore digital technologies that provide learning within other stakeholder premises • To increase use and participation for shared services through Hefestis, SCIL & Jisc

6) To further enhance our cybersecurity position to ensure the protection of sensitive data, maintain system integrity, meet regulatory compliance and foster a culture of cybersecurity awareness among staff and students

Physical	Digital
• To ensure physical assets and their locations are secured for access including monitoring and alerting.	• To implement automation that manages user lifecycle management including their access. • To invest in leading edge technology to protect our digital estate through monitoring and responding to threats. • To use AI and automation to remove human bottlenecks when responding to a threat. • To centralise college information relating to assets, dependencies and impact

5. PERFORMANCE MEASURES AND MONITORING

5.1. Delivery of the Infrastructure Strategy will be overseen by the Vice Principal Finance and Infrastructure, a member of the Executive Team, supported by the Estates and Digital teams and the wider College community.

5.2. The oversight of governance will be through the Business, Resources and Infrastructure Committee and the Board of Management.

5.3. A range of performance metrics aligned to the strategic objectives will include:

- Obtaining SFC and Scottish Government approval to proceed with business cases for new investment in the College and then to secure capital funding for implementation.

- Spending capital monies on maintenance works in line with the priorities detailed in condition survey reports and user requirements.

- Ensuring legal and regulatory compliance and high standards of infrastructure management.

- Releasing efficiency savings, through robust management of ongoing utility costs.

- Reducing the College's carbon footprint and rationalising the College estate where appropriate in accordance with the Scottish Government's 'Public Bodies Climate Change Duties' submission.

- Maximising the value of the College infrastructure through income generated from commercial and community use.

- Managing risk and implementing risk mitigation plans.

5.4. There will be an annual report to the Board of Management on progress through the strategic timeline and a full review in 2027.

People Strategy 2024-27

Empowering People for a Changing World

Introduction

Success in a changing world demands a wide range of skills, a broad talent pool and new ways of thinking and working. In this context, our people matter more than ever.

Our People Strategy 2024-2027 reflects the new principles necessary to embrace the rapid and fundamental shifts within the College's operating environment, where the 'how' we work is as important as 'what' we do. These principles will enable collaboration, innovation and empowerment of our people and teams.

The Ayrshire Way – "*it's the way we do it*" – will embody the new way, by focusing on our culture, our people and our processes. The Ayrshire Way is the unique blend of people, culture and processes which sets us apart and will enable the College's transformation from great to outstanding.

The experience of our people includes everything that they encounter and observe throughout their career journey with the College, and hence requires a holistic approach and purposeful investment.

Strategy Context

The people strategy has been shaped by a number of key elements:

Fair Work First

The Scottish Government's policy on supporting Fair Work which includes:

- payment of at least the real Living Wage
- appropriate channels for effective workers' voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- flexible and family friendly working practices for all workers from day one of employment
- opposing the use of fire and rehire practice

Investors in People (IiP) Framework

The College achieved IiP Gold accreditation in 2022, which was a significant achievement and has continued to work with the IiP Framework to develop our people.

The IiP Framework sets out benchmarks for the effective leadership and management of staff across nine indicators:

- Leading and inspiring people
- Living the organisation's values and behaviours
- Empowering and involving people
- Managing performance
- Recognising and rewarding high performance
- Structuring work
- Building capability
- Delivering continuous improvement
- Creating sustainable success

Staff Voice

Staff voice is central to the people strategy and a range of staff engagement took place in developing the strategy:

- Investors in People (IiP) review and staff pulse survey

- Culture Study

- Feedback from all College staff and teams

Ayrshire College Strategic Ambition and Objectives

The People Strategy will support and enable the 2024-2027 Strategic Ambition: *"Enabling learning which provides our people with the skills to be successful and our economy to thrive."*

The strategic objectives include:

- Outstanding Experiences
- Partner of Choice
- Enabling the Future

The College's Strategic Ambition was launched in August 2024.

People Strategy and Objectives

The People Strategy over the next three years, has three key areas of focus taking account of the Strategic Ambition, the external and internal strategic context and feedback from our people:

Leading our Culture

Having the right people in the right place at the right time, and relentlessly focusing at all levels on leadership and management excellence as a key driver of a high performance culture and positive people experience.

To achieve this we will:

➢ Enable a high performance culture through excellence in leadership. Leaders and managers have a crucial role in ensuring delivery through others, and their ability to perform their role with empathy has the single most important impact on our people.

➢ Establish the Ayrshire Way as 'the way we do it', role modelling our values and delivering continuous improvement.

➢ Take care of our people by ensuring that health, safety and wellbeing at work continue to be a priority.

➢ Know the behaviours expected from us to shape and sustain a high performance culture and hold each other to account to ensure our daily interactions are consistent with our values.

Empowering our People

Establishing a working environment where our people are empowered to make decisions through learning and opportunities to develop and grow.

To achieve this, we will:

➢ Enable psychological safety, where staff have the confidence to raise and report issues and concerns, make suggestions, take risks, identify solutions and admit mistakes, on work related content.

➢ Provide regular and ongoing opportunities for our people to give feedback on their experiences and take timely action.

➢ Support our people to achieve their potential through meaningful and regular career and coaching conversations, where personal growth and development is encouraged and everyone is supported to be the best they can be.

➢ Recognise and reward individual and team performance, placing equal value on 'how' our people achieve, as well as 'what' they achieve.

Growing our Organisation

Building capabilities and developing our people to have the right blend of skills, knowledge and competencies to enable the future.

To achieve this, we will:

➢ Attract and retain the best possible talent through effective employer-branding, recruitment marketing and on-boarding experiences.

➢ Establish clear and inspiring work goals and create opportunities for our people to develop and apply their skills and knowledge in the most effective ways.

➢ Build a diverse, inclusive and equitable College, recognising that innovation and creativity are strengthened when people with a wide range of characteristics, perspectives and personalities work together.

➢ Maintain the conditions for effective learning and growth, through experience on the job, building relationships, utilising networks as well as formal training.

Performance Measures

Key Performance Indicator	Baseline Position	2027 Position
The College has improved its level of IiP accreditation	Gold	Platinum
The College has achieved Investors in Wellbeing accreditation	-	Positive accreditation
Staff consistently rate the College as a great place to work	77%	88%
Staff agree that they are encouraged by their manager to be innovative and creative in their roles	85%	95%
Staff agree that they receive recognition for the work they carry out	58%	75%
Staff report that they have agreed objectives with their line manager	65%	75%
Staff have trust in the College leadership	69%	79%
Staff report that they are able to develop the right skills for their job role.	77%	90%
Our values guide our actions	78%	90%

Monitoring and Review

The Strategic Objectives will be achieved through the successful delivery of a range of actions and monitored using the performance measures. The objectives, and associated performance measures will be embedded, on an annual basis, within the College's Operating and Enhancement Plan.

The Business, Resource and Infrastructure Committee will annually review the progress made against each strategic objective.

Ayrshire College *(Paper 18)*

Title of Meeting: Board of Management

Date: 19 December 2024

Title: Committee Chair's Report - Learning Teaching and Quality Committee Meeting, 28 November 2024.

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 March 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 November 2024.

6. Current Situation

The Committee considered, noted or approved the following:

Student Association Report Q2

Main activities were highlighted from the report, and the Committee was verbally updated on activities since the report submission.

Learning, Teaching and Student Experience Strategy

Following an overview and discussion members approved the strategy and were invited to pass any further feedback by 6th December latest.

2025-26 Draft Curriculum Delivery Plan

The Committee were advised of the Draft Curriculum Delivery Plan (CDP) and noted that the indicative credit activity target is not expected until March 2025, and the final allocation is normally received in May 2025. As courses are advertised in December 2024, the CDP is based on the estimated target, however, there is a risk that Scottish Funding Council may reduce the College credit target.

2023-24 Interim Ayrshire College Performance Indicator Report

The Committee were updated on the current position, and also the projected position to year end, predicted to meet the core targets following successful recruitment to the Winter Start programmes.

2024-25 Performance Dashboard

The Committee received an overview of the Performance Dashboard and noted that the College is currently on track in terms of meeting its credit activity target. It was also highlighted that retention across FE Full time / Part time and HE Full time / Part time is trending positively.

Student Support Funds Update

The Committee were updated regarding the Final 2023-24 Position and Audit Outcome and the 2024-25 Financial Position and Risks.

Employer Engagement and Innovation Report

The Committee noted the positive report and noted the report as presented.

Strategic Risk Register
Members reviewed and approved the updates, and recommended the Strategic risk register to the Board for approval.

The following papers were received for Information:

- 2023-24 Final Outcome Agreement Self Evaluation Report
- 2024-25 Self Evaluation and Action Plan

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

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.

Sharon Morrow
Vice Chair, Learning Teaching and Quality Committee
10 December 2024

Ayrshire College   (*Paper 19*)

Title of Meeting: Board of Management

Date: 19 December 2024

Title: Committee Chair's Report – Business, Resources & Infrastructure Committee Meeting, 03 December 2024.

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 March 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 the 03 December 2024.

- **Current Situation**

The Committee considered, noted or approved the following:

- **People Strategy**
  Following review and discussion, Committee members recommended approval of the strategy to the Board of Management.

- **Infrastructure Strategy**
  Following review and discussion, Committee members recommended approval of the strategy to the Board of Management.

- **Stakeholder Engagement Strategy**
  Following review and discussion, Committee members recommended approval of the strategy to the Board of Management.

- **Procurement Annual Report**
  The Committee received a summary of how the College had performed in its procurement activities, and on delivery of its Procurement Strategy during the period August 2023 to 31 July 2024.

- **Health, Safety and Wellbeing Annual Report August 2023- July 2024**
  The Committee received the report which related to the period 01 August 2023 to 31 July 2024, providing an overview about the measures implemented to safeguard our staff, students, contractors, clients, and the public throughout the academic year. Additionally, the annual report serves as a platform to assess the College's progress in health, safety, and wellbeing. The data included also provided a benchmark for ongoing trend analysis, facilitating year-on-year comparisons.

- **Human Resources and Health, Safety and Wellbeing Update Report**

  The Committee received an overview of Human Resources and Health, Safety and Wellbeing team activities during the reporting period, August to October 2024, including an update on recruitment and selection, sickness absence, staff learning and development, equality and inclusion, and health, safety, and wellbeing.

- **Property Update Report**
  The Committee noted the work to complete the Kilwinning PFI contract was reaching a conclusion; the ongoing work with ASTAC and the Ayrshire Growth Deal, and the ongoing work to update the College property benchmarking data including wider sectoral benchmarks.

- **ICT Update Report**
  This report provided a review of the activities and initiatives undertaken by the ICT Services Department from August to October 2024. It outlined the progress made towards completing the next steps as set out in the Annual Report presented to the Committee in September 2024, and highlighted the steps taken to ensure a secure ICT environment for both students and staff.

- **Transformational Projects Update**
  A progress update was delivered on the project areas, with a more detailed update and visit organized for Board members in February on the Aerospace Part 147 project.

- **Management Accounts as at 31 October 2024**
  The Committee were provided with a summary of the College's financial position as of 31 October 2024 and an outline of the key variances, and the Committee recommended the Management Accounts as of 31 October 2024 to the Board of Management for approval.

- **Financial Matters Update Report**
  This report provided the Committee with an update of several key matters including: Key Stakeholder Engagement; External / Internal Audit; Procurement; Taxation; Banking and Loans.

- **2023-24 BOM Report & Financial Statements**
  The Committee reviewed the Board of Management Report and Financial Statements for year ending 31 July 2024. This included information on the purpose and objectives of Ayrshire College, the key issues and risks that it faces and a high-level assessment of its performance over the year.

- **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, 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
11 December 2024

Ayrshire College   *(Paper 20)*

Title of Meeting: Board of Management

Date: 19 December 2024

Title: Committee Chair's Report - Audit and Risk Committee Meeting, 10 December 2024.

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 March 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 10 December 2024.

2. **Current Situation**

   The Committee held a meeting with Internal and External Auditors without management in attendance to provide Auditors with the opportunity to present their views on the organisation and management. External and Internal Audit both advised that there were no material issues or concerns raised in this regard, and that good collaborative working and quality information had helped achieve the audit plan completion.

   The Committee considered, noted or approved the following:

   - **National Fraud Initiative**

     The Committee noted the updates and approved the National Fraud Initiative report.

   - **ICT Update Report**

     The Committee received a summary overview of the activities undertaken by the ICT Services Department from August to October 2024.The Committee noted updates to the Services Desk; Cyber Security; Next Steps as identified in the 23-24 Annual report, and the 24-25 Objectives.

   - **2023-24 Freedom of Information Annual Report**

     The Committee noted the 2023-24 Freedom of Information Annual Report and agreed that the Internal Audit Plan does not require to be reviewed.

   - **2023-24 Complaints Annual Report**

     The Committee noted the 2023-24 Complaints Annual Report and agreed that the Internal Audit Plan does not require to be reviewed.

   - **Internal Audit Reports**

     The Committee were presented with three internal audit reports that were part of the 2023-24-year end audit reporting suite. The Committee noted the content of the reports and considered the conclusion of the reports when considering the Report and Financial Statements for the year ended 31 July 2024.

   - **Internal Audit Annual Report**

     The Internal Auditor highlighted key points to the Committee from the detailed summary of the controls tested and the audit conclusions on the effectiveness of their operation within the areas the Committee is required to report on.

- **Internal Audit Reports AY2024-25**

  Payroll - The Auditors provided a Strong level of assurance surrounding the processes in place to manage payroll, and identified 1 low grade recommendation for improvement and 1 observation for consideration.
  GDPR/FOI - The Auditors provided strong assurance over the controls and systems in place at the College around Data Protection and compliance with GDPR and FOI, and raised a number of good practice points and 2 observations for consideration.

- **2023-24 Audit Report to the BOM and Auditor General**

  The Committee received a summary of the work carried out by the external auditors, Azets, to confirm the audit of the financial statements and other reports within the annual report and accounts, and the wider-scope audit responsibilities set out in Audit Scotland's Code of Audit Practice.

- **Report and Financial Statements for the year ended 31 July 2024**

  The Committee reviewed and recommended approval of the 2023-24 Board of Management Report and Financial Statements to the Board of Management, subject to some minor amendments.

- **Letter of Representation**

  The Committee reviewed and recommended approval the Letter of Representation to the Board of Management.

- **2023-24 Audit and Risk Committee Annual Report**

  The Committee reviewed the work undertaken during 2023-24 and combined with the audit work undertaken, the opinions & recommendations made and reviewed during the year to compile this report. Based on the engagement with both Internal and External Auditors at each Audit and Risk Committee meeting, the Members of the Audit and Risk Committee believe their responsibilities to the Board of Management have been satisfactorily discharged for 2023-24 in relation to the matters contained within the report. The Committee reviewed and recommended approval of the 2023-24 Audit and Risk Committee Annual Report.to the Board of Management.

- **2024-25 Internal Audit Plan Update**

  S Pringle gave a verbal update on internal audits, assuring the Committee that everything was on track as per the Internal Audit Plan for 2024-25.

- **Rolling Audit Action Plan**

  Members were provided with an update on the recommendations made by both the internal and external auditors. Members approved the removal of three recommendations following completion of the 2023-24-year end audits.

- **2024-25 Strategic Risk Register**

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

- **Annual review of the effectiveness of Internal Auditor**

  The Committee were requested to consider and comment upon the intended approach to the evaluation of the internal audit function. A questionnaire will be sent out to Committee members early in 2025, and the overall results will be considered at March 2025 Committee along with a consideration of extending the current internal audit contract.

- **AOB**

  There was a discussion around the volume of Meeting papers presented to the Committee, the impact on members time, and possibilities of uploading papers earlier than one week prior, and/or adjusting the Committee Workplan, and potential use of AI to assist highlighting the main elements from papers.

  There was also initial discussion around holding a joint meeting with the BRI Committee next year to discuss and approve the annual papers required.

  Training Opportunities on a range of relevant topics available via the Auditors for Committee members was highlighted and will be looked at in the New Year. It was agreed to discuss these points in more detail at a future meeting.

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.

<div align="right">

Sharon Morrow
Chair, Audit and Risk Committee
11 December 2024

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**Minute of the Learning, Teaching and Quality Committee Meeting
Held by Hybrid Attendance at Kilwinning campus and via Microsoft Teams
Thursday 12 September 2024**

Present:

Alison Sutherland	Chair LTQC & Senior Independent Board Member
Sharon Morrow	Vice Chair LTQC
Michael Ross	Non-Executive Board Member
Iain Shearer	Non-Executive Board Member (From Item 6)
Jane Grant	Non-Executive Board Member
Chris Boyce	Elected Member, EIS/FELA (From Item 4)
Lisa Keggans	Elected Member, Support Staff
Janette Steel	Elected Member, Curriculum Staff
Darcie Hamilton	Elected Member, Student President
Connor Skipsey	Elected Member, Student Vice President
Angela Cox	Principal, Ex-officio

In attendance:

Alan Ritchie	Vice Principal, Finance & Infrastructure
David Davidson	Vice Principal, People, Performance & Transformation
Jennifer Anderson	Assistant Principal, Skills and Innovation
Alistair Rodgers	Director of Enterprise Development
Doreen Wales	Assistant Principal, Student Experience & Quality Enhancement.
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, including new Non -Executive Board members Jane Grant and Michael Ross, plus Student President Darcie Hamilton and Student Vice President, Connor Skipsey.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

Apologies were received from Gillian Longmuir & Jason Currie, Non -Executive Board members, and Gavin Murray, Assistant Principal, Learning and Skills, and Anne Campbell, Vice Principal, Skills and Enterprise.

3. Minutes of the previous meeting held on 23 May 2024 *(Paper 1) (C/P)*

The minutes of the meeting held on 23 May 2024 were approved as a correct record.

Proposed: Alison Sutherland   **Seconded**: Angela Cox

3.1 Action Tracker *(Paper 1a)*

The Committee noted that there were no outstanding actions.

4. Student Association Report Q4 (Paper 2) (P)

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

*Chris Boyce, Elected Member, EIS/FELA entered the meeting.

The Committee noted:

- The Student President and Vice President thanked previous Student President, Tim Chan for his efforts in AY 2023-24.
- It was highlighted that the Student Association have registered for Battle for Scotland and are currently recruiting students.
- The College Class Ambassadors have engaged with Sparks for training.
- The Student Association have been populating key dates to build the Equalities Calendar.
- Freshers' events are due to take place on 17, 18 and 19 of September and members are to attend if available.
- The Brighten our Campuses project was discussed and the plans to develop a Wellbeing Garden in Ayr and Kilwinning Campuses.

The Committee welcomed the report, informative updates, noting the report as presented.

5. 2024-25 Committee Terms of Reference & Work Plan *(Paper 3) (P)*

H Denholm provided committee members with amendments to the Committee Terms of Reference, and also the Workplan for AY24/25.

The Committee noted:

- The change in terminology from 'Corporate Risk Register' to 'Strategic Risk Register.'
- Updates to the Numbering System throughout the document.
- Changes of language and terminology.

Decision: LTQ45-D01: The Committee recommended the updated Terms of Reference, and Workplan to the Board for approval.

6. 2022-23 College Sector KPI Benchmarking Report *(Paper 4) (P)*

J Anderson provided an overview of the 2022-23 College Sector KPI Benchmarking Report.

The Committee noted:

- The overall College position has improved from AY 2021-22.
- Members noted data from Page 3 of Paper 4 which highlighted positive changes in both FE full time and HE full time courses.
- Members also noted improvement across all demographics.

- It was highlighted in reference to Page 7 of Paper 4 that each Curriculum Area has performed above the sector average however some areas for improvement can also be identified such as Care and Social Subjects.
- J Anderson discussed challenges faced with changes to University Entry Requirements and advised close working with universities remains a priority.
- A Cox reminded members that the report's data is relevant to AY 2022-23 and shows the best statistics historically for Ayrshire College.
- S Morrow highlighted a typo error on Page 2 regarding Student Certification which states October 2024. H Denholm will amend the paper to reflect October 2023 prior to publishing.
- A Cox confirmed further investigation will take place to review areas which are underperforming.

The Committee noted the report.

11. 2024-25 Performance Dashboard – verbal update

A Cox highlighted the dashboard will remain on the agenda to provide members the opportunity to review live data throughout the academic year. As the Academic Year has just begun, the system is not yet fully updated with information.

14. AOB

No AOB noted.

Date of Next Meeting: Thursday 28 November 2024 at 4.00pm @ Kilmarnock

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

RESERVED ITEMS ON THE NEXT PAGE

Minute of the Business, Resources and Infrastructure Committee
Held via Microsoft Teams on Tuesday 17 September 2024

Present:

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

In attendance:

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 (up to item13)
Brad Johnstone	Director of Digital Infrastructure
Alistair Rodgers	Director of Enterprise Development
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, particularly new Non-Executive Board Member Tracey Dalling, and the newly elected Student President Darcie Hamiton.

   The Chair congratulated Liz walker and Brad Johnstone on their newly promoted roles.

   The meeting was confirmed as quorate.

   The Chair, Matthew Wilson made a declaration of interest regarding item 11.

2. **Apologies**

   Apologies were noted from Vice Chair of BRIC, Norman Bone, Non-Executive Board members Faroque Hussain and Gordon Neil, and Anne Campbell, Vice Principal, Skills & Enterprise.

3. **Minutes of the Previous Meeting held on 28 May 2024** *(Paper 1) (C/P)*

   The minute was approved as an accurate account.

   Proposed: Angela Cox   **Seconded: Lisa Keggans**

   Action & Decision Log *(Paper 1a) (P)*
   The Committee noted all previous decisions and one outstanding action (BRIC27: A01) scheduled for completion during the academic year, with the status to be reviewed at the next meeting.

4. **Matters Arising**

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

5. **2024-25 Committee Terms of Reference and Workplan** *(Paper 2) (P)*

Hilary Denholm introduced Paper 2 as presented.

The Committee noted:

- The Board and standing Committees review their Terms of Reference and Workplans on an annual basis.
- Minor changes are proposed, tracked for review and are as reflected in all the Standing Committee Terms of Reference.
- The Workplan reflects any legislative reporting requirements as well as reporting against key strategic programmes of work and is in alignment with the proposed Terms of Reference.
- The Terms of Reference and Workplans have been reviewed with the lead Executive and the Terms of Reference are now cross referenced on the agenda to ensure the remit is met throughout the year.

The Committee noted the report as presented and confirmed that they were content to forward for approval by the Board.

Decision: BRIC29 D01: The Committee recommended the BRIC 2024-25 Committee Terms of Reference and Workplan to the Board for approval.

15. **Internal Audit Report – Overall Financial Controls** *(Paper 12) (P)*

Liz Walker introduced Paper 12, which provided a high-level overview of the recently conducted internal audit review into overall financial controls at the College, in line with the 2023-24 Annual Internal Audit Plan.

Committee members noted that:

- The review assessed College processes relating to purchasing, income, cash, banking, payroll and fixed assets.
- The audit identified several areas of good practice and overall assurance was strong.
- Recommendations have been added to the Rolling Audit Action Plan.

The Committee noted the contents of this report as presented.

17. **AOB**

No other items of business were noted.

18. **Date of Next Meeting:** Tuesday, 3 December 2024 at 4 pm.

(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 Ayr Campus
Thursday 24 September 2024

Present:

Sharon Morrow	Chair
Jane Grant	Vice – Chair
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
Stephen Pringle	Wbg – Internal Auditors
Andy Reid	Azets – External Auditors

1. Welcome and Declarations of Interest

The Chair, Sharon Morrow, welcomed all present to the meeting, including to their first ARC meeting, Jane Grant and Gillian Longmuir, new Non-Executive Board Members and Chris Boyce, Elected EIS-FELA Staff Member. Jane has agreed to take on the ARC Vice Chair role.

The Chair, Sharon Morrow, offered congratulations on behalf of the Committee to Liz Walker on her new promoted role.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

Apologies were received from Jason Currie, Non -Executive Board Member.

3. Minutes of the Previous Meeting held on 04 June 2024 *(Paper 1)* C/P

The minutes were approved as a correct record.

Proposed: Sharon Morrow   **Seconded:** Jason Currie (via email request)

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

The Committee noted all previous decisions and the 2 outstanding actions (cyber security presentation which will be delivered at the December meeting & feedback for ARC Annual Report by 29 Nov latest to Alan Ritchie as still open)

4. Matters Arising

There were no other outstanding matters arising from the minutes.

6. 2024-25 ARC Committee Terms of Reference & Workplan *(Paper 3) (P)*

H Denholm & A Ritchie highlighted the main updates. The Committee were asked to review and approve the revised Terms of Reference and the 2024/25 Work Plan for the Audit & Risk Committee.

The Committee noted the updates and recommended to the Board for approval.

Decision: ARC45-D01 The Committee reviewed the updated ARC Committee Terms of Reference & Workplan and recommended to the Board of Management for approval.

Action: ARC45-A01: Check consistency of language re Internal Audit EMA / FES Report carried forward to workplan.

8. 2024-25 Internal Audit Plan *(Paper 5) (P)*

A Ritchie introduced Paper 5 which presented to the Audit and Risk Committee the final 2024-25 Internal Audit Plan.

The Committee noted:
- This plan has previously been presented and was discussed and approved by the June 2024 Committee meeting, being brought back to new Committee membership for this meeting.
- The planning dates and responsible staff for the audit assignments are now confirmed.
- The background to the rational for selecting the areas to be included in the 2024-25 plan and proposed 2025-26 plan has been included to allow new Committee members to gain an understanding of the reasons for selecting the work proposed.
- The final Internal Audit Plan, including the rebranding update, is provided for the Committees information.
- The Internal Audit Plan will continue to be reviewed during the year and any amendments will be discussed and agreed with the Committee.

S Pringle added additional comment, and there was further discussion around pre-employment checks (Disclosure Scotland not DBS) staff retention monitoring, and the offer of free training to members of the Committee and wider Board of Management.

The Committee noted the final 2024-25 Internal Audit Plan.

9. Business Continuity Plan *(Paper 6) (P)*

A Ritchie introduced Paper 6 which presented to the Audit and Risk Committee the Business Continuity Plan for approval.

The Committee noted:
- The College developed its first Business Continuity Plan (BCP) in November 2014.
- The most recent BCP was approved by the Audit Committee in March 2022.
- This is a streamlined version of the previous processes and documentation.
- A Teams site has been created for ease of access, available to all previous members of the BCP Steering Group, Senior Leadership Team, all Heads and relevant Managers across the College.
- Training via desktop exercises have taken place for senior staff.
- The Cyber Incident Response Plan addresses several key risks which the College may face, including for example denial of access and loss of computer records and data.
- The BCP aims to address the risks of loss of buildings / services through a structured approach to incidents.
- The College will engage with the College insurers during the year to gain an external perspective on how the College is likely to address any major incident.
- There will be an update provided at the December meeting around the development of the Cyber Incident Response Plan.

There was discussion around the long-term strategy of moving information to the Cloud, with the target of moving large core systems by end December 2024.

In addition, there was discussion on Committee receiving an update going forward rather than an annual review of the entire large volume BCP documentation.
The Committee agreed an update would suffice.

Action: ARC 45–A04 Amend workplan to reflect update of BCP rather than annual review.

Decision: ARC45-D02 The Committee reviewed and approved the Business Continuity Plan for consideration and approval to the Board.

13. AOB

There was no other business.

Date of Next Meeting – Tuesday 10 December 2024 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

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