

**Minute of the Board of Management Meeting
Held by Hybrid Attendance at Kilwinning Campus and
via Video Conference Using Microsoft Teams
on Thursday 11 December 2025**

Present:

Sharon Morrow	Interim Chair
Matthew Wilson	Vice Chair
Alison Sutherland	Senior Independent Member
Jason Currie	Non-Executive Board Member
Jane Grant	Non-Executive Board Member
Brian Green	Non-Executive Board Member
Darcie Hamilton	Elected Student President
Gillian Longmuir	Non-Executive Board Member
Michael Ross	Non-Executive Board Member
Chris Boyce	Elected Member, EIS-FELA Teaching Staff

Janette Steel	Elected Member, Curriculum Staff
Marko Prorocic	Elected Member, Professional Services Staff

Angela Cox	Principal, Ex-Officio
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In attendance:

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

1. Welcome and Declarations of Interest

The Chair welcomed all present to the meeting including new members and attendees.

2. Apologies

Apologies were received from Alicia Clyde, Tracey Dalling, Iain Shearer (Non-Executive Board Members), Lisa Keggans (Elected Member, UNISON Support Staff) and Connor Skipsey (Elected Student Vice President).

The meeting was confirmed as quorate.

3. Minutes of the Previous Meeting held on 25 September 2025 (Paper 1) (P)

The minutes were approved as a correct record.

Proposed: Gillian Longmuir **Seconded:** Alison Sutherland

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

All actions due in the period were noted as complete.

4. Matters Arising

There were no outstanding matters arising from the minutes.

5. Student Association Report Q2 (Paper 3) (P)

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

D Hamilton introduced Paper 3 as presented and summarised key highlights from the report.

The Board noted:

- With regards to Student Officers and Executive Committee, the recruitment of Student Officers remains underway, however most Officers have now been onboarded and are undertaking a variety of activities relating to their roles.
- In terms of Student Community, various clubs and groups are available to students to access and appear to be well-engaged.
- The Student Association have been involved in various campaigns over recent months such as Dyslexia Awareness Week, World Mental Health Day, Black History Month and Care Experienced Week.
- The Nexus was launched to students during Freshers in September and the launch activity for September saw a total number of visitors to the Nexus reach around 600. The subsequent months have had fewer visitors however this was expected and there still appears to be a steady stream of traffic nonetheless. Some further launch activity will be considered for Semester 2.
- Recruitment of the Class Ambassadors has been completed and approximately 248 Class Ambassadors have been recruited. This demonstrates a reduction in student representation compared to last academic session. The Student Association have undertaken some informal consultation with sector counterparts, with Sparqs and with NUS Scotland to try and understand if the reduction in Class Ambassador numbers and recruitment challenges is a sector wide issue and the feedback returned is confirming that many other colleges and universities are facing a similar circumstance.
- This year sees the College undergoing an internal audit for Student Voice. The Student Association have worked with the relevant key colleagues to assess the audit needs, collect evidence and showcase that evidence to ensure compliance with the audit requirements. Once the audit report is available, it will be reviewed and action any relevant developments points as appropriate.

M Wilson raised queries regarding who audits the Student Voice and also if the Student Association had noticed a change in the demographic of its members. It was confirmed that the audit forms part of the Internal Audit Plan and the number of Student Association members has decreased however there has been a change in the level of engagement. This may relate to being a different cohort of students.

The Board noted the report as presented.

6. Interim Chair's Report (Paper 4) (P)

The Interim Chair provided an update on activities conducted since the last Board meeting in September and took the paper as read. No additional points were highlighted and no queries were raised.

The Board noted the report as presented.

8. Responsibilities and Standing Orders Update V14 (Paper 5) (P)

The Board was asked to approve the suggested additional alterations to the Ayrshire College Responsibilities and Standing Orders presented as V14 in Appendix 1. This followed on from discussions at the last Board meeting in September.

In summary these additional alterations comprise:

- 1. Section 3 - Evaluation sections included in ARC & LTQC ToRs*
- 2. Risk Register updated to Risk & Opportunities Register*
- 3. Section 5 - Annex C – Hybrid meetings guide inserted*
- 4. Section 9 - New Board evaluation Section 9 inserted*

The approved V14 of the Ayrshire College Responsibilities and Standing Orders will be published on the Ayrshire College website once the updated versions of the documents have been approved.

Decision – BOM52-D01: The Board approved the updates within the revised Ayrshire College Responsibilities and Standing Orders V14.

9. 2024-25 Audit and Risk Committee Annual Report (Paper 6) (P)

J Grant, Chair of the Audit and Risk Committee, presented the 2024-25 Audit and Risk Committee Annual Report to the Board detailing the work conducted by the Committee during the year to 31 July 2025.

The Board of Management was requested to approve the 2024-25 Audit and Risk Committee Annual Report.

Decision – BOM52-D02: The Board approved the 2024-25 Audit and Risk Committee Annual Report.

10. 2024-25 Internal Audit Annual Report (Paper 7) (P)

A Ritchie presented the 2024-25 Internal Audit Annual Report as part of the annual assurance suite of reports to the Board of Management. The Annual Report provided a detailed summary of the controls they have tested and their audit conclusion on the effectiveness of their operation within the areas the Audit and Risk Committee is required to report on, and to support the Audit and Risk Committee with its responsibilities to provide an opinion.

The Report was presented to the Joint Audit and Risk / People, Infrastructure and Finance Committee at its meeting on 18 November 2025 where it was approved for presentation to the Board of Management.

S Morrow noted that it was an excellent report and it was great to see that no recommendations had been made.

The Board of Management was requested to approve the report.

Decision – BOM52-D03: The Board approved the 2024-25 Internal Audit Annual Report.

13. Q2 Performance Dashboard Update (*Verbal*)

S Rae reported that the College was on track to achieve the credit target for 2025-26 however engagement with key teams was taking place in order to maximise credits, particularly for classes due to commence in January 2026.

With regards to student retention, all modes looked to be on track however the part-time provision was expected to be higher.

D Davidson added that staff satisfaction was also on track and positive feedback had been gathered through the liP review process.

S Morrow noted that it was great to see that areas were on track and achieving as expected and this was testament to everyone's hard work.

17. 2024-25 Annual Freedom of Information Report (*Paper 13*) (P)

S Rae highlighted the main points from the report to provide assurance that the College is meeting its statutory obligations under the Freedom of Information (Scotland) Act 2002 and related regulations.

The Board noted:

- The College achieved a 100% on-time response rate to FOI and Environmental Information Requests (EIR) in 2024-25, improving from 95% in the previous year. This reflects strengthened internal tracking and information gathering processes.
- There was a decrease in total requests (33 in 2024-25 vs. 39 in 2023-24), with a significant drop in EIR requests, suggesting reduced public concern over environmental issues. However, the College continues to monitor areas like RAAC in buildings and environmental management for potential risk recurrence.
- The profile of Stakeholder requestors shifted, with more requests coming from private companies (24%) and fewer from unions and the Scottish Parliament. This may indicate changing stakeholder interests or increased external scrutiny, which could introduce new reputational or compliance risks.
- Salary and staff information remain high-interest areas, with requests focusing on principal's salary, staff earning over £50k, and staff departures. These topics are sensitive and require careful management to mitigate reputational and compliance risks.
- The report identifies ongoing risks in environmental compliance and the handling of sensitive staff data.

Decision – BOM52-D08: The Board approved the 2024-25 Annual Freedom of Information Report for publication.

19. 2024-25 Annual Complaints Report (Paper 15) (P)

S Rae highlighted the key movements, trends and areas of concern from this report which compared the 2024-25 and 2023-24 Annual Complaints Reports. The analysis covered overall complaint volumes, resolution performance, complaint categories, sub-category trends and notable risks or emerging issues.

The Board noted:

- The 2024-25 Complaints Annual Report demonstrates the College's ongoing commitment to transparency, accountability and continuous improvement in complaints handling.
- The College has seen a notable increase in the total number of issues and complaints received compared to the previous year, rising by 14% and 8% respectively. Despite this, performance in early resolution and timeliness has improved, with a higher proportion of complaints resolved at Stage 1 and within the Scottish Public Services Ombudsman (SPSO) target timescales.
- While the proportion of upheld or partially upheld complaints has decreased slightly, the overall increase in complaint volumes highlights the importance of maintaining robust processes and adequate resources to manage future demand.
- The College remains compliant with all legislative requirements for complaints handling, and the publication of this report reinforces its commitment to openness.
- Continued focus on staff training, communication, and operational improvements will be essential to sustaining positive trends and addressing emerging challenges.

Decision – BOM52-D10: The Board approved the 2024-25 Annual Complaints Report for publication.

Brian Green left the meeting.

22. Committee Chairs' Reports on 2nd Quarter Committee Meetings (Papers 18, 19 and 20)

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

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

The Board noted the report from each Committee Chair.

23. Confirmed Minutes: Standing Committees (Papers 21, 22 and 23)

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

- Learning, Teaching & Quality Committee

Confirmed Board of Management Minute 11.12.25

- People, Infrastructure and Finance Committee
- Audit & Risk Committee

The Board received the above minutes from noting.

24. Papers for information

- Final 2025-26 Self-Evaluation and Action Plan Paper 24 (P)

25. AOCB

There were no other items of business for discussion.

Date of Next Meeting: Thursday 26 March 2026 at 4pm in Ayr

(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

