Meeting of the People, Infrastructure & Finance Committee
To be held on Tuesday 15 September 2026 at 4.00pm by Hybrid Attendance

AGENDA

1	Welcome and Declarations of Interest	
2	Apologies	
3	SAI Aerospace Training Ltd Strategic Delivery Plan 2026-29	Paper 2 (R) (SMcG)
4	Minutes of the meeting held 11 June 2026 • PIFCo Action & Decision Tracker	Paper 1 (C/P) Paper 1a (P)
5	Matters Arising	

Part A - For Discussion, Decision and Approval
Papers must be accompanied by an EqIA where required

6	2026-27 PIFCo Draft Terms of Reference & Workplan	Paper 3 (R) (HD)
7	2025-26 PIFCo Draft Self-Evaluation Report	Paper 4 (R) (HD)
8	Digital Infrastructure and Cyber Security Report	Paper 5 (R) (BJ)
9	Finance Report	Paper 6 (R) (LW)
10	Estates Strategy	Paper 7 (R) (BM)

Part B - Regular Reporting/Monitoring

11	People Strategy Quarterly Report	Pres't (DD) (R)
12	Management Accounts as at 31 July 2026	Paper 8 (R) (LW)
13	SAI Aerospace Training Ltd – Quarterly Subsidiary Assurance Report	Paper 9 (R) (SR/ARi)

Part C- Risk Management

14	Strategic Risk & Opportunities Register	Paper 10 (R) (ARi)

Part D - For Information/AOB

15 AOB

Date of Next Meeting – Tuesday 17 November 2026 at 5pm (Joint with ARC at 4pm)

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minutes will be published;* ***(P)*** *Papers will be published on the College website;* ***(R)*** *Papers will not be published for reasons of commercial sensitivity or for reasons of personal data confidentiality*

(Paper 1)

Minute of the People, Infrastructure and Finance Committee
Hybrid meeting held at Kilmarnock Campus and via Microsoft Teams
on Tuesday 11 June 2026

Present:

Matthew Wilson	Chair
Tracey Dalling	Vice Chair
Alicia Clyde	Non-Executive Board Member
Angela Cox	Principal, Ex-Officio
Lisa Keggans	Elected Member, UNISON
Janette Steel	Elected Member, Curriculum

In attendance:

Sara Rae	Vice Principal – Skills and Enterprise
David Davidson	Vice Principal – People, Performance and Transformation
Alan Ritchie	Vice Principal – Finance and Infrastructure
Gillian Brown	Strategic People Partner
Martin Hammond	Head of Health, Safety and Wellbeing
Barry Morton	Head of Facilities
Liz Walker	Chief Financial Controller
Charlotte Mitchell	Equality and Diversity Performance Lead (to Item 6 incl)
Hilary Denholm	Board Governance Advisor
June Northcote	Executive Assistant (Minutes)
Sharon Morrow	Interim Chair of the Board of Management

1. Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting.

The meeting was confirmed as quorate.

Angela Cox and Sara Rae noted a declared of interest, as serving Board members of SAI Training Ltd.

2. Apologies

Apologies were noted from Brad Johnstone, Director of Digital Infrastructure and Darcie Hamilton, Elected Student President.

3. Minutes of the Previous Meeting held on 10 March 2026 *(Paper 1) (P)*

The minute was approved as an accurate account.

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

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

The Committee noted all previous decisions and completed actions.

4. Matters Arising

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

6. **Mainstreaming Equality & Diversity Data Insights Report** (Paper 3) (P) and Presentation

D Davidson introduced Equality and Diversity Performance Lead, Charlotte Mitchell, who presented an analysis of the College's student and staff equality and diversity data, together with progress to date and planned actions.

Members were asked to consider and note the contents of the report and support the actions set out.

Members noted:

- The College continues to recruit a high proportion of SIMD 1 and 2 students and outcomes should be considered in that context, with evidence of improvement despite significant challenge.
- Overall outcomes remain strong, although persistent inequalities continue across a number of protected and intersecting characteristics, requiring a coordinated whole-college response and supporting interventions.
- Progress has been made in increasing the number of BAME colleagues through enhanced recruitment activity.
- A positive culture continues to be reflected in staff feedback, with ongoing leadership required to embed the Equality Outcomes across the College.
- Performance dashboards are being further developed to support clearer analysis and reporting against strategic priorities, including Equality Outcomes.
- Equality Outcome Leads have been established to strengthen leadership, development activity and delivery planning.

The Committee acknowledged the outstanding work taking place across the College to support the achievement of the Equality Outcomes and the value of the reflective data analysis presented. It was also noted that the comprehensive student and staff support services within Ayrshire College promote a culture of confidence to declare disability and thereafter receive wrap around support.

The Committee noted and supported the contents of the report.

C Mitchell left the meeting at this point.

7. **Committee Self-Evaluation Process** (Paper 4) (P)

H Denholm outlined the requirement for the Committee to undertake an annual self-evaluation, the proposed process, the supporting questionnaire and the intended governance benefits.

Committee members were asked to:

- Note the requirement for annual self-evaluation as part of good governance practice.
- Agree on the proposed self-evaluation process.
- Approve the use of the questionnaire for the 2025-26 evaluation.

The Committee noted:

- The requirement for the People, Infrastructure and Finance Committee (PIFCo) to undertake an annual self-evaluation of its effectiveness.
- The proposed self-evaluation process, based on the established Audit and Risk Committee approach.
- The role of the self-evaluation questionnaire within that process.
- The intended outcomes and governance benefits.

Decision PIFCo37-D01: The Committee agreed on the self-evaluation process and approved the questionnaire for use.

9. Internal Audit Reports (Paper 6) (P)

A Ritchie introduced Paper 6, summarising two Internal Audit reviews considered by the March 2026 Audit and Risk Committee, and highlighting matters relevant to the remit of the People, Infrastructure and Finance Committee.

- Financial Regulations and Compliance
- Non-SFC Income

Members received assurance on financial management, infrastructure, workforce capacity and performance delivery, together with areas requiring ongoing oversight.

The Committee was requested to note the contents of the report and the level of assurance provided in the audited areas.

Members noted the:

- Financial Regulations and Compliance & Non-SFC Income reviews both provided strong assurance with no recommendations.
- Reports supported assurance that the College's financial control environment, governance arrangements and commercial income processes remain robust.
- Ongoing oversight will focus on implementation of the BluQube finance system, workforce capacity within enterprise activity, cross-college support for income growth and the quality and timeliness of financial reporting.

13. 2025-26 Financial Compliance Report (Paper 9) (P)

A Ritchie introduced Paper 9, the annual report setting out the College's framework for governance, risk management and internal control in line with SPFM and SFC expectations.

The Committee was requested to:

- Note the characteristics of good practice as outlined within Paper 9.
- Consider whether current arrangements provide sufficient coverage of SPFM requirements; clear, integrated assurance and agree that SPFM compliance is reviewed.

The College considers that it has a sound assurance framework, including:

- Annual Audit Committee self-assessment aligned to SG Handbook.
- Structured internal control assurance using SPFM checklist.
- Integrated assurance mapping (risk → control → assurance.)
- Evidence-based, RAG-rated reporting.
- Continuous improvement and audit alignment.

The Committee agreed that current arrangements provide sufficient coverage of SPFM requirements, clear integrated assurance and appropriate review of SPFM compliance.

17. AOB

No other items of business were noted.

Date of Next Meeting

The next meeting is scheduled to take place on Tuesday 15 September 2026 at 4.00pm

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

RESERVED ITEMS ON THE NEXT PAGE

People, Infrastructure and Finance Committee - Action and Decision Log
Meeting No 38 – 15 September 2026

(Paper 1(a))

Meeting Date	Agenda Item	Reference	Details	Action Owner	Due Date	Action Decision	Open Complete Approved Declined
11.06.26	Committee Self-Evaluation Process	PIFCo37: D01	The Committee agreed the self-evaluation process & approved the questionnaire for use.	N/A	N/A	Decision	Approved
11.06.26	2026-27 Budget	PIFCo37: D02	The Committee recommended the 2026-27 Budget to the Board of Management for approval.	N/A	18.06.26	Decision	Approved
11.06.26	Subsidiary Company Loan	PIFCo37: D03	The Committee recommended the Subsidiary Company Loan to the Board of Management for approval.	N/A	18.06.26	Decision	Approved
11.06.26	Management Accounts as at 31 April 2026	PIFCo37: D04	The Committee recommended the Management Accounts as at 31 April 2026 to the Board of Management for approval.	N/A	18.06.26	Decision	Approved
11.06.26	Strategic Risk and Opportunities Register	PIFCo37: D05	The Committee approved the Strategic Risk & opportunities Register for submission to the Board of Management.	N/A	18.06.26	Decision	Approved