

**Minute of the Board of Management Meeting  
Held by Hybrid Attendance at Kilmarnock Campus and  
via Video Conference Using Microsoft Teams  
on Thursday 19 December 2024**

**Present:**

Fiona McQueen	Chair
Matthew Wilson	Vice Chair
Alison Sutherland	Senior Independent Member
Norman Bone	Non-Executive Board Member
Jason Currie	Non-Executive Board Member * <i>from Item 6</i>
Tracey Dalling	Non-Executive Board Member
Jane Grant	Non-Executive Board Member
Gillian Longmuir	Non-Executive Board Member
Sharon Morrow	Non-Executive Board Member
Gordon Neil	Non-Executive Board Member
Michael Ross	Non-Executive Board Member * <i>from Item 5</i>
Iain Shearer	Non-Executive Board Member
Chris Boyce	Elected Member, EIS-FELA Teaching Staff
Darcie Hamilton	Elected Student President
Connor Skipsey	Elected Student Vice President
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.

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 Farouque Hussain and Gordon Neil.

The meeting was confirmed as quorate.

**3. Minutes of the Previous Meeting held on 03 October 2024 (Paper 1) (P)**

The minutes were approved as a correct record.

**Proposed:** Norman Bone    **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. Student Association Report Q2 (Paper 2) (P)**

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

*\*M Ross joined the meeting at this point.*

#### **The Board noted:**

- College Class Ambassadors are undergoing a two-phase training programme with Sparqs. It was highlighted that a monthly Summary Note will be used to collate feedback from Ambassadors and Students.
- The Student Engagement Satisfaction Survey is now live and completion is being monitored / encouraged.
- Darcie highlighted efforts to celebrate significant dates within the Equalities Calendar, specifically Black History Month in October, International Men's Day in November and Transgender Remembrance.
- Unfortunately, the College did not reach any finals in the Battle for Scotland Tournament.
- The gardening club have planted bulbs and fruit trees as part of the Brighten our Campus project.
- The first Virtual Reality Student Association meeting took place and members discussed planning, including content and zones.

S Morrow took the opportunity to commend the tremendous volume of work that the Student Association are undertaking and the great relationship they have with students and the Executive and College Leadership teams.

#### **The Board noted the report as presented.**

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

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

*\*J Currie joined the meeting at this point*

#### **The Board noted:**

- Unfortunately, no local UNISON representative had yet been put forward by the Branch for Board membership at the College. It was hoped that this would be progressed soon to help enrich Board discussion.

- The College hosted a very successful visit from the Deputy First Minister, Kate Forbes, on 4 November at the Ayr Campus where the DFM met with the Executive Team and various employers and apprentices involved in the Ayrshire aerospace cluster.
- College Chairs and Principals have been involved in ongoing discussions regarding the budget position for 2025-26.
- The Chair visited the Hangar at Glasgow Prestwick Airport on 8 November along with the Principal, N Bone and members of the project team and were given a tour of the teaching space and the hangar itself and were able to see the great progress that has been made.

**The Board noted the report as presented.**

## **9. 2023-24 Audit Committee Chair's Annual Report (*Paper 6*) (P)**

ARC reviewed the work undertaken during 2023-24 and combined with the audit work undertaken, the opinions and recommendations made and reviewed during the year, it is the conclusion of the Committee that a fair assessment has been presented of:

- The College's internal control systems and arrangement for the adequacy and effectiveness of its systems and arrangements for risk management and the extent to which they may be relied upon.
- The affairs of the College and its Financial Statements as at 31 July 2024 and of the College's income and expenditure, recognised gains and losses and cashflows for the year ended 31 July 2024.
- The work of the Committee and its view that it has taken appropriate steps to perform its duties as delegated by the Board and that it has had no cause to raise any issues of significant concern with the Board arising from its 2023-24 work. It will continue to monitor and review performance.

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.

**Decision: BOM48-D04:** The Board approved the 2023-24 Audit and Risk Committee Annual Report.

## **10. 2023-43 Annual Freedom of Information Report (*Paper 7*) (P)**

A Campbell introduced Paper 7 as presented which 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 assess whether there are any areas of concern or work that requires to be undertaken to address areas of concern.

**The Board noted:**

- The number of requests received has slightly increased since AY 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.
- The report highlights to the Committee the College's compliance with its legislative requirements and does not highlight any issues that require to be addressed.
- There were no appeals received from the Scottish Information Commissioner.

**Decision: BOM48-D05:** The Board approved the 2023-24 Annual Freedom of Information Report

### **13. 2023-24 Annual Complaints Report (Paper 10) (P)**

A Campbell introduced Paper 10 as presented which provided an overview of:

- a) Number and nature of complaints received - 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:
  - 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.

**Decision - BOM48-D08:** The Board approved the 2023-24 Annual Complaints Report.

### **14. 2023-24 Annual Procurement Report (Paper 11) (P)**

The Board received the report that summarised 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 report had already been discussed at the Business, Resources & Infrastructure Committee.

**The Board noted:**

- The annual report is standard practice and a legislative requirement.
- The continuing progress of the College in relation to the level of collaborative contract spend.
- A balanced approach continues to be applied to APUC procurement, sourcing locally when possible.
- Proposed 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.

**The Board noted and approved the report as presented.**

**Decision BOM48-D09:** The Board approved the 2023-24 Annual Procurement Report.

**15. Learning & Teaching Strategy (Paper 12) (P)**

A Campbell provided Board members with the context and an overview of the strategy.

**The Board noted:**

- Workshops were held with staff to formulate the four enabling strategies.
- The draft strategy has been reviewed by the Student Association and feedback has been considered.
- The strategy has also been shared with the College Leadership Team and the Learning, Teaching and Quality Enhancement Steering Group.
- It was also presented to the Learning, Teaching and Quality Committee and members recommended approval by the Board of Management.
- College staff were invited to provide feedback on the strategies by Friday 6 December.

**Decision - BOM48-D10:** The Board approved the Learning & Teaching Strategy

**16. Business Innovation & Stakeholder Engagement Strategy (Paper 13) (P)**

A Campbell referred to Paper 13 and noted that the strategy had been presented to BRIC and the committee were happy to recommend to the Board for approval.

**Decision BOM48-D11:** The Board approved the Business Innovation & Stakeholder Engagement Strategy

**17. Infrastructure Strategy (Paper 14) (P)**

A Ritchie referred to Paper 14 and explained that the strategy covers both the estates and digital requirements of the College and is based on the SFC Infrastructure Strategy. The strategy had been presented to BRIC and received positive feedback.

**Decision - BOM48-D12:** The Board approved the Infrastructure Strategy

## **18. People Strategy (Paper 15) (P)**

D Davidson referred to Paper 15 which had been presented to BRIC and had received positive feedback from the committee. D Davidson noted that the target for measures of staff recognition had been increased following feedback, and was now more ambitious at 75%.

**Decision - BOM48-D13:** The Board approved the People Strategy

## **19. Strategic Risk Register (Paper 16) (P summary)**

A Ritchie highlighted key points from Paper 16 which provided:

- An update of the strategic risks faced by the College following review by the College Management Team; Learning, Teaching & Quality; Business, Resources and Infrastructure and Audit & Risk Committees.
- The Strategic Risk Register for review and approval.

### **The Board noted:**

- The College Senior Leadership Team viewed that four risks require to be amended.
- The most significant movement being the increasing risk associated with job evaluation and the downgrading of the risk to investment in the College infrastructure.
- The controls and mitigating actions have been updated, with controls now being RAG rated to highlight areas of challenge.
- The College continues to review the potential impacts from emerging risks but currently does not consider any of the emerging risks as applicable to the College.

### **Members were requested to:**

- a) Consider the proposed amendments to the Strategic Risk Register.
- b) Approve the Strategic Risk Register.

S Morrow raised a query regarding tools such as Co-Pilot and ChatGPT and how this is managed when assessing students' work. It was noted that lecturers will use their judgement with students and will be able to ascertain whether students have a good understanding of the work they have undertaken. It was suggested that a deeper discussion on this matter could be covered at a future Board meeting/session.

**Decision - BOM48-D14:** The Board approved the 2024-25 Strategic Risk Register as at December 2024.

## **21. Performance Dashboard Update (Verbal)**

A Campbell provided an overview of the Performance Dashboard and noted that the College is currently on track to meet its credit activity target subject to

recruitment to winter start programmes It was also highlighted that retention across FE Full-time / Part-time and HE Full-time / Part-time is trending positively.

**22. Committee Chairs' Reports on 2nd Quarter Committee Meetings (Papers 18, 19 & 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 & 23)**

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

- Learning, Teaching & Quality Committee 12 September 2024
- Business, Resources & Infrastructure Committee 17 September 2024
- Audit & Risk Committee 24 September 2024

**The Board received the above minutes from noting.**

**24. AOCB**

No further items were discussed.

**25. Date of Next Meeting: Thursday 27 March 2025 at 4pm**

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

***Reserved items on next page***