

AYRSHIRE COLLEGE BOARD OF MANAGEMENT MEETING TO BE HELD ON 27 MARCH 2025 AT 4.00 PM

AGENDA

Part A – Welcome, Report and Minutes

- | | | | |
|---|--|--|----------------------|
| 1 | Welcome and Declarations of Interest | | |
| 2 | Apologies | | |
| 3 | Minute of the meeting held on 19 December 2024 | | Paper 1 (FMcQ) (C/P) |
| | • Board of Management Action Tracker | | Paper 1A (FMcQ) (P) |
| 4 | Matters Arising | | |
| 5 | Student Association Report Q3 | | Paper 2 (DH/CS) (P) |
| 6 | Chair's Report | | Paper 3 (FMcQ) (P) |
| 7 | Principal's Report | | Paper 4 (AC) (R) |

Part B – For Discussion, Decision or Approval

- | | | | |
|----|---|-----------------------------------|-------------------------|
| 8 | Board and Committee Programme of Meetings AY2025-26 | | Paper 5 (HD) (P) |
| 9 | Board Recruitment 2025 | | Paper 6 (FMcQ) (R) |
| 10 | Board Responsibilities & Standing Orders Annual Update | | Paper 7 (FMcQ) (P) |
| 11 | Student Association Constitution | | Paper 8 (DH/CS) (P) |
| 12 | Performance Dashboard Q3 | Link to Dashboard | Verbal (ACa/AR/DD) (R) |
| 13 | Transformational Projects Update | | Paper 9 (ACa/AR/DD) (R) |
| 14 | Property Update | | Paper 10 (AR) (R) |
| 15 | College Strategic Risk Register | | Paper 11 (AR) (R) |
| 16 | 2025-26 Budget Update | | Paper 12 (AR) (R) |
| 17 | Mainstreaming Equality Report 2023-2025 and Equality Outcomes 2025-2029 | | Paper 13 (DD) (P) |

Part C – Standing Committee Business: For Review or Approval

- | | | | |
|----|--|--|-------------------|
| 18 | Committee Chairs Reports on 3rd Quarter Committee Meetings | | |
| | • Learning & Teaching Committee 06 March 2025 | | Paper 14 (AS) (P) |
| | • BRIC Committee 11 March 2025 | | Paper 15 (MW) (P) |
| | • Audit & Risk Committee 18 March 2025 | | Paper 16 (SW) (P) |
| 19 | Confirmed Standing Committee Minutes | | |
| | • Learning & Teaching Committee 28 November 2024 | | Paper 17 (P) |
| | • BRIC Committee 03 December 2024 | | Paper 18 (P) |
| | • Audit & Risk Committee 10 December 2024 | | Paper 19 (P) |

Part D – To Receive for Information

20 **AOCB**

Date of Next Meeting: Thursday 19 June 2025

(C/P) Confirmed minutes will be published on the College website

(P) Papers will be published on the College website

(R) Papers will not be published for reasons of commercial sensitivity or for reasons of personal data confidentiality

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

**AYRSHIRE COLLEGE BOARD OF MANAGEMENT MEETING
TO BE HELD ON 27 MARCH 2025 AT 4.00 PM**

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Part C – Standing Committee Business: For Review or Approval

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| | • Audit & Risk Committee 10 December 2024 | Paper 19 (P) |

Board of Management - Action and Decision Log

Meeting No 49 – 27 March 2025

Meeting Date	Agenda Item	Reference	Details	Action Owner	Due Date	Action / Decision	Open / Complete / Approved / Declined
19.12.24	2023-24 Financial Statements to July 2024	BOM48: D01	The Board approved the Board of Management Report and Financial Statements.	NA	NA	Decision	Approved
19.12.24	2023-24 Financial Statements to July 2024	BOM48: D02	The Board approved the 2023-24 Audit Report to the BOM and Auditor General	NA	NA	Decision	Approved
19.12.24	2023-24 Financial Statements to July 2024	BOM48: D03	The Board approved the Letter of Representation	NA	NA	Decision	Approved
19.12.24	2023-24 Audit and Risk Committee Annual Report.	BOM48: D04	The Board approved the 2023-24 Audit and Risk Committee Annual Report.	NA	NA	Decision	Approved
19.12.24	2023-43 Annual Freedom of Information Report	BOM48: D05	The Board approved the 2023-43 Annual Freedom of Information Report	NA	NA	Decision	Approved
19.12.24	2023-24 Annual Health, Safety and Wellbeing Report.	BOM48: D06	The Board approved the 2023-24 Annual Health, Safety and Wellbeing Report.	NA	NA	Decision	Approved
19.12.24	Health, Safety & Wellbeing Policy	BOM48: D07	The Board approved the Health, Safety & Wellbeing.	NA	NA	Decision	Approved
19.12.24	2023-24 Annual Complaints Report	BOM48: D08	The Board approved the 2023-24 Annual Complaints Report.	NA	NA	Decision	Approved
19.12.24	2023-24 Annual Procurement Report.	BOM48: D09	The Board approved the 2023-24 Annual Procurement Report.	NA	NA	Decision	Approved
19.12.24	Learning & Teaching Strategy	BOM48: D10	The Board approved the Learning & Teaching Strategy	NA	NA	Decision	Approved
19.12.24	Business Innovation & Stakeholder Engagement Strategy	BOM48: D11	The Board approved the Business Innovation & Stakeholder Engagement Strategy	NA	NA	Decision	Approved

Meeting Date	Agenda Item	Reference	Details	Action Owner	Due Date	Action / Decision	Open / Complete / Approved / Declined
19.12.24	Infrastructure Strategy	BOM48: D12	The Board approved the Infrastructure Strategy	NA	NA	Decision	Approved
19.12.24	People Strategy	BOM48: D13	The Board approved the People Strategy	NA	NA	Decision	Approved
19.12.24	Strategic Risk Register	BOM48: D14	The Board approved the 2024-25 Strategic Risk Register as at December 2024	NA	NA	Decision	Approved

Title of Meeting: **Board of Management**

Date: **27 March 2025**

Title: **Student Association Report**

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

1. Executive Summary

The Student Association team consists of two elected officers. The Student President, Darcie Hamilton, and Student Vice President, Connor Skipsey. The Student Association is governed by a Student Executive Committee within which students hold various volunteer officer roles. The work of the Student Association is supported by the Student Association Advisor, Linda Corbett and is overseen by the Head of Quality Enhancement, Ann Heron.

2. Associated Risks

None

3. Equality and Diversity Impact Assessment

None

4. Publication

This paper will be published on the College website.

1. Background

Campaigns and Events

We completed the 16 Days of Action campaign in November 2024. This campaign aims to end violence against women and girls with a focus on providing support to those who need it. The campaign included student communications, a marketplace event on each campus, a social media campaign and our participation in the ReClaim the Night March where the Student President delivered a speech about our work on these matters at the College. We were pleased to work closely in partnership with the Star Centre for this campaign.

For the first year ever, we celebrated International Men's Day which had a focus on health and wellbeing for men and boys. We hosted a table and offered positive affirmations and celebration superhero cookies which we gave to staff and students after they had signed a pledge card with a message of support or a nomination for a positive male role model in their life. The event was very well received.

December saw us deliver our WinterFest Event. The focus was wellbeing and safety throughout the winter period. We offered free hot chocolates, free hats and scarves and as special guests we had Alpacas. One of the main aims of WinterFest is to encourage student engagement and to promote the college as a great place to be. The events were good fun, and we had fantastic feedback from the students.

2. Current Situation

Campaigns and Events

February 2025 will be a busy month as we will have our ReFreshers events at the very start of the month. ReFreshers aims to welcome our new and returning students by offering student freebies, including the always popular Domino's, bags from the Student Association and support from our partnership organisations. We'll also be playing Essential Radio throughout each event.

This will be followed by LGBT History Month which runs for the whole of February. Plans are underway for student communications throughout the month including emails, display boards and social media. We are also exploring some ideas for a grand finale event at the end of the month.

In March we will take part in Neurodiversity Celebration Week. We will be on each campus to offer information, support, words of affirmation and raising awareness. We'll also be offering limited edition celebration wrist bands.

Battle for Scotland will continue with another round of "battles" this February across the 5 different games. Students will have the chance to win a share of £950 for this round and we wish good luck to all our students taking part.

Class Ambassador Programme

The Class Ambassador programme has continued with good attendance at the meetings, excepting January and the feedback has been valuable. We continue to collect and disseminate the feedback through our Class Ambassador Summary note which is shared with the Ambassadors and key departments and colleagues around the College including Heads and Curriculum Quality Managers. Those teams will then review the summary note and extract relevant feedback for their area and action as appropriate.

Regarding the January attendance, we have consulted with the Ambassadors, and all agreed that a change to the programme of meetings for January would be welcome. We will move away from 3 in person meetings plus one online meeting and trial two online meetings which will be supplemented with a feedback collection form. The Student Association Advisor will ensure this is carried forward for January 2026

As part of the programme review and development, the Class Ambassador Mid-Year Review survey is currently open and we will use this as an opportunity to hear from our Ambassadors, get their feedback and look at how we can develop and improve the programme overall.

Projects

The Virtual Reality Students Association project is well underway. We have completed our due diligence work for GDPR and will be progressing with an Equality Impact Assessment. Additionally, the Virtual Platform has been purchased, and work is ongoing to now start building the space. The Student Association are looking at the requirements for launching the space including marketing and resources. It is anticipated that the launch is likely to happen in April 2025.

Brighten our Campus has taken a slight pause over the winter months, with the Student Vice President doing some planning and partnership work with curriculum areas with a view to more physical activities taking place on the run up to the spring.

The Student Association Extra Curricular fund has been extremely successful this academic session. We have had 23 successful applications. The funds were exhausted in early February and the fund is now closed. We have been delighted with the engagement from curriculum departments that hadn't engaged with us before and the uptake for activities relating to our meta skills criteria has been high.

Other

We'd like to note that the Student Association are now members of the newly formed Digital Governance Group. We look forward to representing the student voice on this group and supporting the work of the group.

The Student President has been participating in the SQA NQ25 Strategic group as a college representative, ensuring that students who study at level

5, higher and advanced higher) are having their voices heard and any issues arising within these areas get dealt with by proper procedures.

We had a very productive and helpful meeting with Justin Walker from Sparqs during semester 1 which focussed on understanding the TQEF and how this may impact our work at The Student Association. This was insightful and supporting the teams understanding of the TQEF moving forward.

3. Proposal

The Student Association will move forward with a variety of campaigns throughout semester 2 including Neuro Diversity Celebration Week, International Women's Day, the Pathways of Hope Campaign, Deaf Awareness Week and any other appropriate campaigns that arise.

Additionally, we will put plans in place for the upcoming Student Engagement and Satisfaction Survey including student communications and on campus promotional activity.

The Student Association Advisor will be commencing activity relating to the annual Student President Elections at the end of March 2025.

4. Resource Implications

None

5. Consultation

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

6. Conclusion

The Student Association are undertaking a broad spectrum of work that is having a positive impact on students. We continue to look at our development opportunities and engage in meaningful projects.

*Darcie Hamilton
Student President
06 February 2025*

*Connor Skipsey
Student Vice President
06 February 2025*

Title of Meeting: Board of Management Meeting

Date: 27 March 2025

Purpose: The purpose of this report is to update Board Members on activities carried out by the Chair since the 19 December 2024 College Board meeting.

Recommendation: To Note

1. Executive Summary –

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

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

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

• Other Engagements

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

- College Chairs' Group, 14 January 2025.
- Mid-Year reviews have been completed by myself with the Principal & Chief Executive & with the Board Governance Adviser during January 2025.
- Board Development workshop with Dawn Broadberry, 13 February 2025.
- Board Dinner, speaker Mike Newall, CEO SAC, Salt & Barrel, 13 February 2025.
- Conflict Resolution Workshop, hosting & sharing with West College, 24 Feb 2025

b. Future activities

- Recruitment Q&A session, 02 April 2025.
- College Chairs' Group, 22 April 2025
- Chairs' Meeting, 22 April 2025.
- Board Strategy Session 29 April 2025.
- Colleges Scotland Audit & Risk Assurance Committee Meeting, 10 June 2025.
- I continue to hold routine update meetings with the Principal & Chief Executive, and with the Board Governance Adviser.

6. Our Governance

a. Chairs' Meetings

The next Chairs meeting will be on 22 April if there is anything you wish to raise with your Committee Chair to take to the Chairs meeting on your behalf for discussion.

b. Board and Committee Membership and Recruitment

The Search & Nomination Committee met on 06 February, and have recommended our Board recruitment needs to the Board for this 27 March Board meeting.

c. Board Member Development

- Leading for Learning opportunities – those Board members who expressed an interest in participating with this development are being offered departmental visits during 2025.
- Board Strategy Session, 29 April 25 – the programme has been drafted, and we are awaiting confirmation of external speakers. We hope it will be a very interactive

session, and we look forward to Board Members' contributions and some interesting strategic discussions.

- 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 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. We recently had contact from a Unison local organiser working with their Further Education Branch, and will keep the Board updated as to any further developments.

8. Our Communications

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

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

The new College website has been launched, alongside Viva Connections, where we have provided more information about the Board's purpose and activities, and hope to add to this with the inclusion of video clips and regular news items.

Please direct any Board News suggestions to the Board Governance Adviser for publishing.

Fiona McQueen
Chair, Board of Management
06 March 2025

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Board and Committee Programme of Meetings AY2025-26

Purpose: To present proposals for the Board to consider the approach to its future annual meeting programme.

Recommendation: The Board is asked to approve the Board and Committee Programme of Meetings for AY2025-26.

1. Executive Summary

The Board of management is asked to review and approve a programme of meetings on an annual basis.

The Ayrshire College Board of Management Responsibilities and Standing Orders, (2.9) states that *'the Board shall hold as many Board and Committee meetings as may be necessary for the performance of its functions and at such times, places and frequency as the Board determines'*, and shall accordingly *'approve an annual programme of meetings'*.

An annual programme of Board and Committee meeting dates is therefore presented to the Board for review and approval.

Appendix 1 outlines the proposed AY2025-26 programme of Board and Committee meeting dates and details corresponding times and the venue at which each meeting may be held.

2. Associated Risks

There is a risk that insufficient Board and Committee meetings take place if they are not scheduled to maximise member attendance and achieve quorums required to fulfil the Board of Management and Board Committee functions, Terms of References and Annual Workplans timeously.

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. Background

The annual programme of Board and Committee meeting dates is based on the previous year, with some adaptations to allow for some joint Committee discussions for the Financial Statements and to ensure timely audit and budget preparation processes.

The annual programme of Board and Committee meeting dates takes into account the Curriculum Calendar, and public holidays.

6. Current Situation

There are four cycles within the annual Committee and Board programmes, with additional dates included for Board Development and Strategy sessions.

7. Proposal

The Board is asked to review and approve the Board and Committee Programme of Meetings for AY2025-26 as presented in Appendix 1.

8. Resource Implications

No further resource implications require to be noted.

9. Consultation

Chair of Board of Management, College Principal & Chief Executive, Executive Leadership Team, Board Governance Adviser.

10. Conclusion

The annual programme of Board and Committee meeting dates for AY2025-26 as presented offer optimal dates and times to enable forward planning and fulfilment of the Board of Management and Board Committee functions, Terms of References and Annual Workplans.

**Hilary Denholm
Board Governance Adviser
12 March 2025**

Schedule of Board and Committee Meetings AY 2025-26

Committee	Date	Time	Venue	Papers CIRC
Board Development Session 1	Tuesday 02 September 2025	1:30-5pm	Boardroom Kilmarnock/Teams	N/A
Learning, Teaching & Quality Committee	Thursday 04 September 2025	4-6PM	Boardroom Kilmarnock/Teams	28.08.25
Business, Resources & Infrastructure Committee	Tuesday 09 September 2025	4-6PM	Boardroom Kilmarnock/Teams	02.09.25
Audit & Risk Committee	Tuesday 16 September 2025	4-6PM	Boardroom Kilmarnock/Teams	09.09.25
Board of Management Meeting	Thursday 25 September 2025	4-6PM	Boardroom Kilmarnock/Teams	18.09.25
Chairs Meeting 1 of 3	Tuesday 04 November 2025	4-5PM	Boardroom Kilmarnock/Teams	28.10.25
Joint ARC & BRIC (Financial Statements only)	Tuesday 18 November 2025	4-5PM	Boardroom Kilmarnock/Teams	11.11.25
Business, Resources & Infrastructure Committee	Tuesday 18 November 2025	5-6PM	Boardroom Kilmarnock/Teams	11.11.25
Learning, Teaching & Quality Committee	Thursday 27 November 2025	4-6PM	Boardroom Kilmarnock/Teams	20.11.25
Audit & Risk Committee	Tuesday 02 December 2025	4-5PM	Boardroom Kilmarnock/Teams	25.11.25
Board of Management Meeting	Thursday 11 December 2025	4-6PM	Boardroom Kilmarnock/Teams	04.12.25
Board Development Session 2	Thursday 29 January 2026	12:30-5pm	Boardroom Kilmarnock/Teams	N/A
Chairs Meeting 2 of 3	Thursday 12 February 2026	4-5PM	Boardroom Kilmarnock/Teams	21.11.26
Learning, Teaching & Quality Committee	Thursday 05 March 2026	4-6PM	Boardroom Kilmarnock/Teams	26.02.26
Business, Resources & Infrastructure Committee	Tuesday 10 March 2026	4-6PM	Boardroom Kilmarnock/Teams	03.03.26
Audit & Risk Committee	Tuesday 17 March 2026	4-6PM	Boardroom Kilmarnock/Teams	10.03.26
Board of Management Meeting	Thursday 26 March 2026	4-6PM	Boardroom Kilmarnock/Teams	19.03.26
Chairs Meeting 3 of 3	Thursday 21 April 2026	4-5PM	Boardroom Kilmarnock/Teams	14.04.2026
Board Strategy Session	Tuesday 28 April 2026	9:30am-1pm	Boardroom Kilmarnock/Teams	N/A
Learning, Teaching & Quality Committee	Thursday 28 May 2026	4-6PM	Boardroom Kilmarnock/Teams	21.05.26
Audit & Risk Committee	Tuesday 02 June 2026	4-6PM	Boardroom Kilmarnock/Teams	26.05.26
Business, Resources & Infrastructure Committee	Tuesday 09 June 2026	4-6PM	Boardroom Kilmarnock/Teams	02.06.26
Board of Management Meeting	Thursday 18 June 2026	4-6PM	Boardroom Kilmarnock/Teams	11.06.26

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Board Responsibilities and Standing Orders Annual Update

Purpose: To present the Board with the annual update of the Board Responsibilities and Standing Orders

Recommendation: The Board is asked to approve the Board Responsibilities and Standing Orders Update (Version 13)

1. Executive Summary

The Board of Management is asked to review and approve the Board Responsibilities and Standing Orders updated Version 13 as presented.

The updates to the Board Responsibilities and Standing Orders document are summarised overleaf in Sections 5 and 6.

Appendix 1 contains the updates in full detail within their relevant sections, with additions and deletions highlighted.

2. Associated Risks

There is a risk that the Board of Management and its decisions could be at risk of challenge if its Standing Orders are not reviewed to ensure the conduct of Board of Management proceedings is in accordance with relevant legal or guidance updates, best practice, and enables Board of Management responsibilities to be conducted efficiently and effectively.

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. Background

Sections that have been approved by the Board during the year include:

- Section 2.6, para 2 – restriction removed (**approved by Board 27.06.24**)
- Section 3, - Updated Terms of References (**approved by Board 03.10.24**)

6. Current Situation

- Section 1.1, para 2 - Updated & additional reporting wording
- Section 6 – Updated AY date to Register of Interest document
- Section 7, pg 77 - Staff Board Member Election Rules – removal of proposer & seconder requirement (**Good Governance Steering Group for Scotland's Colleges Guidance, June 2022**)

Date of next review: March 2026. Next review to include:

- Section 4 - Scheme of Delegation review (as per Board Development Plan Priority 3 action for July 2026)

7. Proposal

The Board is asked to review and approve the Board Responsibilities and Standing Orders Update (Version 13).

8. Resource Implications

No further resource implications require to be noted.

9. Consultation

Chair of Board of Management, Board Governance Adviser.

Conclusion

10.

Version 13 as presented ensures the conduct of Board of Management proceedings is in accordance with relevant legal or guidance updates and current best practice. Version 13 will be subject to ongoing review as required throughout the year.

The next annual review of the Board Responsibilities and Standing Orders documentation is scheduled during AY2025-26 to include the annual Terms of References reviews, plus the Scheme of Delegation review as scheduled for action within the Board Development Plan. A revised Version 14 document would then be presented in March 2026 to the Board.

**Hilary Denholm
Board Governance Adviser
12 March 2025**

Ayrshire College Board of Management

Responsibilities and Standing Orders

Date of first issue: 12 August 2013
Revision number: 13

Date of approval by the
Board of Management: 27 March 2025

Responsibility for Review: Chair of Board of Management/Board
Governance Professional

Date of last review: 14 December 2023
Date of next review: March 2026

Record of Review for March 2025 submission

- Section 1.1, para 2 - Updated & additional reporting wording
- Section 2.6, para 2 – restriction removed (**approved by Board 27.06.24**)
- Section 3, - Updated Terms of References (**approved by Board 03.10.24**)
- Section 6 – Updated AY date to Register of Interest document
- Section 7, pg 77 - Staff Board Member Election Rules – removal of proposer & seconder requirement (**Good Governance Steering Group for Scotland's Colleges Guidance, June 2022**)

Date of next review: March 2026

Next review to include:

- Section 4 - Scheme of Delegation review (as per Board Development Plan Priority 3 action for July 2026)

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Section 1: Primary Responsibilities of the Board of Management

1.1 Mission and Strategic Vision of the College

The Board of Management of Ayrshire College (the “Board”) shall ensure that Ayrshire College (the “College”) provides the best possible education and learning environment for its students.

The Board shall approve the mission and strategic vision of the College, including institutional and longer-term learning and teaching plans, the Outcomes Framework and Assurance Model Agreement with the Scottish Funding Council, outcomes of engagement with the Quality Assurance Agency, business plans, annual budgeting and annual accounts, key performance indicators, and ensure that the College meets the interests of all stakeholders, including students, staff, employers, Community Planning Partners, other key stakeholders, local communities and funding bodies.

The Board shall safeguard the good name and values of the College.

The Board shall promote further and higher education in Ayrshire to contribute to sustainable economic growth and to meet the needs of the learners and the employers of the region.

1.2 Appointment of and Delegation to the Principal

The Board shall appoint the Principal as Chief Executive of the College and shall put in place suitable arrangements for monitoring his/her performance. In undertaking the recruitment of a Principal, the Board is responsible for ensuring that processes are in place which are designed to ensure students and staff will have an opportunity to contribute to the recruitment process.

The Board shall delegate to the Principal, as Chief Executive, operational responsibility for the running of the College, including authority for the learning and teaching, corporate, financial, estate and human resource management of the College, and shall establish and monitor such management functions as shall be undertaken by and under the authority of the Principal.

1.3 Statutory and Regulatory Responsibilities

The Board shall be the College's legal authority and, as such, shall ensure that systems are in place for meeting the College's legal obligations, including those arising from contracts, other legal commitments made in the College's name and all statutory provision.

The College is a Registered Charity and as such all Board Members are charity trustees under the terms of the **Charity Trustees and Investment (Scotland) Act 2005**. Further information may be found at:

www.oscr.org.uk/charities/managing-your-charity/trustee-duties

The Board shall ensure that its Responsibilities and Standing Orders are followed and that appropriate advice is available to enable this to happen.

The Board shall maintain an “arm’s length” relationship with the Ayrshire College Foundation as determined by the Treasury rules governing such relationships and by statutory requirements, including the ***Charity Trustees and Investment (Scotland) Act 2005***.

The Board shall act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the College, except where such resource lies within the governance of the Ayrshire College Foundation.

The Board shall be the employer of all staff of the College.

The Board shall ensure that the College complies with statutory, contractual and other duties placed on it through the National Bargaining Process and the National Recognition and Procedures Agreement (NRPA) to which it is a signatory.

The Board shall ensure that the College operates ethically, responsibly and with respect for the environment and for society.

The Board shall seek to reflect in its membership the diversity of the regional community, by providing the maximum opportunity to all with the potential to make a positive contribution to the Work of the Board and by removing any potential barriers.

The Board shall ensure that it maintains an appropriate balance of knowledge, skills, attributes and experience amongst its membership in order to meet its primary responsibilities and maximise its effectiveness.

1.4 Supervision and Accountability of the College

The Board shall be the financial and business authority of the College and shall ensure statutory responsibilities are adhered to, including the maintenance of proper financial statements; the approval of the annual budget and financial statements; and having overall responsibility for decisions in relation to the assets, property and estate of the College and how they are used.

The Board shall ensure that clear procedures are in place for the management, health and wellbeing of employees of the College.

The Board shall ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls; systems in respect of risk assessment and management; clear procedures for handling internal grievances; clear procedures for managing conflicts of interest; and clear procedures for public interest disclosure, etc, all so as to ensure sustainability of the College and safeguard its assets.

The Board shall ensure that processes are in place to monitor and evaluate the performance and effectiveness of the College against approved plans and key performance indicators, which should be benchmarked against other comparable institutions, wherever possible.

The Board shall ensure in consultation with the Students' Association that arrangements are in place to ensure the proper management of the health, safety, wellbeing and security of students, including meeting all statutory requirements.

The Board shall ensure that processes are in place to annually monitor and evaluate its own performance and to put into place rolling action plans against which future performance may be measured.

The Board shall ensure that processes are in place for evaluating the effectiveness of its individual members. This process will be led by the Chair.

The Board shall ensure that a process is in place for evaluating the effectiveness of the Chair. This process will normally be led by the Vice-Chair.

Section 2: Standing Orders – Board of Management

- 2.1** The purpose of these Standing Orders is to ensure the orderly and effective conduct of the meetings of the Board of Management and of Committees of the Board. They shall apply to all meetings of the Board and its Committees and shall, subject to a resolution by the Board or Committee for their temporary suspension, remain in force unless and until they are varied or revoked as hereinafter provided.

It is not the intention that these Standing Orders will ever be used to subvert the will of Parliament or reinstate within the Standing Orders repealed legislative provision.

The Standing Orders were adopted by the Board on 14 December 2017. They replace all other Standing Orders previously adopted by the Board, which are hereby revoked.

2.2 Introduction

The Board of Management of Ayrshire College is established under the terms of the Statutory Provisions contained within:

Further and Higher Education (Scotland) Act 1992 (Schedule 2);

The Further and Higher Education (Scotland) Act 2005 (Schedule 2B);

The Post-16 Education (Scotland) Act 2013 (Schedule 2).

Ayrshire College is a charity registered in Scotland under the terms of the ***Charities and Trustee Investment (Scotland) Act 2005*** with registered number SC021177.

Statutory provisions may from time to time be amended by Government and at all time these Standing Orders will be governed by the extant statutory provision.

These Standing Orders set out the Board's practice on those issues that it has powers to determine.

The Standing Orders also address the arrangements for the reporting of members' interests and the responsibilities and duties of board members.

At all times the Standing Orders will be compliant with Code of Good Governance for Scotland's Colleges and the statutory provisions that determine the governance of the Board.

The Standing Orders to be read in conjunction with the following:

- The Statutory Provisions as defined above and from time to time amended.

- **The Equality Act 2010 (specific duties) (Scotland) Regulations 2012 (as amended)**
- **The Charities and Trustees Investment (Scotland) Act 2005 (Section 66)**
- **The *Ethical Standards in Public Life etc (Scotland) Act 2000*;**
- The Code of Good Governance for Scotland's Colleges
- the Financial Regulations, including the Financial Memorandum and the Scottish Public Finance Manual; and
- The Board of Management Code of Conduct, as set out in Section 5 below.

2.3 Interpretation

In this document the following definitions shall apply:

- "Board" means the Board of Management of Ayrshire College;
- "Chair" means Chairing Member appointed by Scottish Ministers;
- "Vice Chair" means the person appointed by the Board to deputise in the absence of the Chair;
- "Board Member" means a member of the Board;
- "Non-Executive Board Member" is a non-elected Board member appointed by the Board from the community through the processes conducted by the Search and Nomination Committee and as approved by Scottish Ministers.
- "Senior Independent Member" (SIM) means a "non-executive" board member appointed by the Board for the purposes of providing a sounding board for the Chair and to serve as an intermediary for the Principal, Board Governance Professional and other members as appropriate.
- "College" means Ayrshire College;
- "Committee" means any of the committees referred to in this document and any other committee established by the Board from time to time and the terms "Committees" and "Committee Member" shall be construed accordingly;
- "Financial Memorandum" means the financial memorandum of the College as amended from time to time;

- “SFC” or “Funding Body” means The Scottish Further and Higher Education Funding Council or any other body which takes over or adopts its functions and obligations; and
- “Statement of Primary Responsibilities” means the statement of primary responsibilities of the Board, as amended from time to time.

In the event of a dispute as to the interpretation of any part of the College Standing Orders, the ruling of the Chair shall be final. In all instances, the content of the Statutory Provisions and the Code of Good Governance for Scotland’s Colleges, as appropriate, shall be determinant.

2.4 Purpose and Powers

The whole Board is collectively responsible and accountable for all Board decisions. Board members must always make decisions in the best interests of the College as a whole rather than selectively or in the interests of a particular group.

The Board of Management shall have the duty to:

- manage and conduct the business of the College in accordance with the Statutory Provisions and the terms of the Statement of Primary Responsibilities; and
- ensure that the College provides relevant, high quality and efficient learning opportunities to students at the College.

The Board has the responsibility for the appointment of the College Principal, and for the conduct of any disciplinary or other action taken against the Principal as the result of an allegation of misconduct or the investigation of a grievance.

The Board has powers as defined, and from time to time amended, by Statutory Provision. These powers may be viewed by consulting the currently extant Statutory Provisions.

The Board shall provide public benefit in Ayrshire and elsewhere as determined by Statutory Provision

The Board may pay to Board Members such reasonable expenses as they may determine, subject to any criteria issued from time to time by the Scottish Funding Council.

The Board may be given direction of a general or a specific character by the Scottish Government or the Scottish Funding Council (or its equivalent) with regard to the discharge of its functions, and it is the duty of the Board to comply with any directions given. For the avoidance of doubt, this duty applies only where the Scottish Government or the Scottish Funding Council (or its

equivalent) has a statutory power and/or prescribed authority to direct the Board.

The Board has a duty to keep proper accounts, which shall be prepared and audited as required by the Scottish Funding Council and the Financial Regulations.

Subject to the responsibilities of the Board, the Principal is responsible for the executive management of the College, including its financial management, internal organisation and discipline.

2.5 Membership

The Board Membership shall reflect that constituted within the statutory provision. As currently constituted and set out in the Board Terms of Reference, the Board shall consist of not less than 15 or more than 20 persons, being made up of a Chair appointed by Scottish Ministers, the Principal (ex-officio), elected members and up to 12 non-executive members.

In seeking applications for and appointing its non-executive membership, the Board will take full cognisance of the diversity and demography of the Ayrshire region and equal opportunity requirements and will seek to reflect this in its appointments.

When making non-executive appointments the Board will take full account of any guidance produced by the Scottish Government and/or SFC and any requirements contained within statutory instruments.

The Board shall appoint a Board Governance Professional to the Board of Management who will be responsible for the administration of the Board.

Arrangements for any elections to the Board shall be delegated to the Board Governance Professional (see section 7 below), with the exception of the election of Trade Union Staff members where an agreed process is in place that the Unions will be responsible for .

Board Members (except the Principal) may resign at any time, by giving notice in writing to the Chair.

Board Members who are members of staff (including the Principal & Union representatives) or students of the College cease to be Board Members if they cease to be staff or students of the College.

Upon the vacancy or expected vacancy amongst the Board Members (not staff, Union or student representatives) it is for the Board to select and appoint a person to fill the vacancy. A Search and Nomination Committee shall determine procedures for filling a vacancy. The Search and Nomination Committee will include an appropriate external member, who has no connection with the Board or the College and whose appointment will be approved by the Board.

A person nominated to fill a vacancy may attend Board meetings prior to the resignation of the Board Member they are replacing, and may speak at meetings, but not take part in any vote on a Board item.

Without prejudice to the rights of any Committee to co-opt members from time to time, the Board may from time to time co-opt persons to any Committee and may at any time revoke such co-option. Any person co-opted to any Committee (a “Co-optee”) may attend any meeting of that Committee and take part in that Committee’s discussions. Co-optees may not chair any Committee, nor may they vote in any decisions determined by a vote of any Committee, but they shall in all other respects have equivalent status to Committee Members.

2.6 Board Members Period of Office

A member of the Board (other than the Principal or Student Representatives) shall hold office for a period of up to 4 years.

~~Board Members appointed to replace a Board Member who has resigned or been removed from office shall serve until the expiry of the term of office of the person who they were appointed to replace.~~

Board Members must be over the age of 16 at the time of their appointment.

At the expiry of a Board Member’s period of appointment, they may be considered, on one occasion only, for a period of re-appointment of up to 4 years. In considering a re-appointment, it is the responsibility of the Board to consider whether its needs will be most effectively met by extending an appointment or by making a new appointment.

An appointment may be extended (for one single period) only if:

- a) the Board Member has performed satisfactorily, with evidence of regular assessments of performance to evidence this;
- b) the Board Member’s skills, knowledge, attributes and experience remain relevant to the anticipated future needs of the Board.

Where a Board Member does not have their period of appointment extended or where they have served for two periods of appointment including an extension, they may re-apply for appointment through the normal Board Member recruitment process.

Board Members who have been absent without reasonable excuse from the Board for more than 6 months may, by resolution of the Board and notice in writing from the Chair, be removed from the Board. In addition, Board Members may also be dismissed for reasons other than poor attendance, as set out in their Letter of Appointment and Terms and Conditions of Service.

No Board Member may act as such unless and until:

- the Board's recommendation for appointment has been approved by Scottish Ministers: and
- they have completed the Protection of Vulnerable Groups scheme (PVG) clearance.

Board Members shall at all times comply with:

- any duties imposed on Board Members in their capacity as charity trustees pursuant to **section 66 of the Charities and Trustee Investment (Scotland) Act 2005**;
- any other legislation and/or statutory or regulatory guidance applicable to the College from time to time; and
- the terms of the Board of Management Code of Conduct (as set out in Section 5 below).

2.7 Appointment of Chair, Vice Chair and Senior Independent Member

The Chair (Chairing Member) will be appointed by the Scottish Ministers. The Chair is responsible for Leadership of the Board and ensuring its effectiveness in all aspects of its role.

The Board shall appoint one of its non-executive members to be Vice Chair of the Board of Management. When deputising for the Chair, the Vice Chair shall have the authority the Chair would have under these Standing Orders.

The period of appointment of the Vice Chair shall normally be until the end of their current period of appointment as a Board Member.

If both the Chair and Vice Chair are absent from any meeting of the Board then the Board Members present shall choose one of their numbers to act as Chair for the meeting.

The Board shall appoint a Senior Independent Member (SIM) from its non-executive membership whose role it will be to provide a sounding board for the Chair and to serve as an intermediary for the other Board Members and the Board Governance Professional when necessary. The Senior Independent Member should also be available where contact through the normal channels of Chair, Principal or Board Governance Professional has failed to resolve an issue or for where such contact is inappropriate.

The period of appointment of the SIM shall normally be until the end of their current period of appointment as a Board Member.

The Chair may at any time by giving notice in writing to the Scottish Ministers resign their office as a member.

In the event of the Chair resigning their office, the Vice Chair will assume the role of acting Chair until the Scottish Ministers appoint a new Chairing Member.

The Vice Chair may at any time by notice in writing to the Board Governance Professional to the Board of Management, resign their office.

The SIM may at any time by notice in writing to the Board Governance Professional to resign their office.

At the first meeting following the expiry of their term of office, or following their resignation, the Board shall, appoint a new Vice Chair or a SIM from amongst their number. In the event of more than one nomination being received for the position, an election for appointment to the role shall immediately be arranged by the Board Governance Professional.

The Vice Chair or the SIM retiring at the end of their term of office will be eligible for re-nomination if they are reappointed to the Board.

When the Chair, the Vice Chair or the SIM cease to be a member of the Board, they shall no longer hold any office of the Board.

2.8 Proceedings

Paragraph 11 of Schedule 2 to the Further and Higher Education (Scotland) Act 1992 "Schedule 2", a Board may regulate its own proceedings and those of any Committee appointed by it.

The Board shall make publically available on the college website for anyone who wishes to inspect them, copies of the following documents:

- the agenda for any meeting of the Board or any Board Committee;
- the confirmed minutes of such meeting as agreed by the Board or, as the case may be, the Committee.
- The papers considered at any Board or Committee meeting.

The above shall not apply to any document or part thereof which relates to:

- an employee, former employee or applicant for employment at the College;
- a person who is, or has been, or is likely to be a student at the College;
- any information, the disclosure of which is prohibited by anything in any enactment or rule of law; or
- any information that the Board believes should be treated as confidential because of its commercial nature or otherwise.

2.9 Meetings of the Board and Committees

The Board shall hold as many Board and Committee meetings as may be necessary for the performance of its functions and at such times, places and frequency as the Board determines.

The Board Governance Professional shall produce an annual programme of meetings that shall be presented to the Board for approval.

Extraordinary meetings of the Board and Committees may be called on the instructions of the Chair or by agreement by a majority of the members entitled to vote at such a meeting.

Board and Committee meetings shall be called giving no less than five working days' notice. Where extraordinary meetings are called and, exceptionally, due to the urgency of the business five working days' notice cannot be given, notice will be given as soon as is reasonably practicable and giving no less than two working days' notice.

Board and Committee meetings shall normally be held round table at a previously designated location with members attending in person. Where appropriate and necessary for the conduct of business, meetings may be held virtually with all or some members attending and contributing virtually by means of remote communication.

2.10 Committees of the Board of Management

The Board shall appoint such Committees as it considers necessary.

The Chair of the Board and the Principal may attend any meetings of any Committee (other than the Audit and Risk Committee, which they may only attend by invitation) but may not vote unless they are members of the Committee.

Committees may include persons who are not Board Members, but such persons will not be entitled to vote at meetings of the Committee.

The arrangements for the conduct of Board meetings shall also apply to its Committees.

The Board, unless resolved otherwise, will establish, as a minimum, the following Committees:

- Learning, Teaching and Quality Committee.
- Business, Resources and Infrastructure Committee.
- Audit and Risk Committee.
- Performance Review and Remuneration Committee; and
- Search and Nomination Committee.

Committees, in consultation with the Board, shall determine the frequency and dates of their meetings.

Committees shall determine or advise the Board on any matters which the Board remits to them.

The appointed internal auditors and external auditors of the College shall receive as a matter of course all papers including agendas and minutes presented to the Board of Management and any of its Committees. The internal auditor and external auditor shall have a right to attend any such meetings.

2.11 Quorum and Voting Rights

The quorum for a meeting of the Board or Committee shall be no less than one half of the members entitled to vote at such a meeting.

If a meeting does not have a quorum of members present 15 minutes after its scheduled start time or falls below having a quorum of members present part way through, the Chair must either adjourn the meeting to a new date and time, or proceed with the agenda, ensuring that any decisions are taken by members at the next meeting of the Committee or Board, whichever is the sooner.

A question on which a vote is required shall be determined by a majority of votes of the members of the Board present and voting on the question and, in the case of an equal division of votes, the Chair of the meeting shall have a second or casting vote.

Only matters identified on the agenda as requiring a decision shall, if consensus is not possible, be decided by vote.

In exceptional circumstances, such as for matters requiring urgent attention, and when the approval of the Board or Committee is required, decisions can be taken, with the prior agreement of the Chair, by written procedure. That is, decisions can be taken without calling a physical meeting of the Board or Committee. In such circumstances for a decision to be deemed to be taken:

- The Board Governance Professional shall email all Board members outlining the decision required, together with relevant briefing information.
- A quorum, as defined in 2.1 of these Standing Orders, must have replied to the email.
- The Board Governance Professional shall ensure that a deadline for response is clearly specified, and Board members shall endeavour to respond within that timeframe.
- Any decisions taken in this way shall be homologated at the next relevant meeting of the Board or Committee.

Where a proposal is amended, voting will take place on the amendment against the proposal, or the series of amendments, in the order of the last amendment first, until a single amendment is put against the proposal. Thereafter, voting will take place upon the proposal amended. All members have a single vote.

No one shall be entitled to record their dissent from any decision, except at the meeting at which it has been passed; but any member not present may at the next meeting have their dissent recorded.

No proposal nor any amendment to any such proposal shall be moved if it involves a reconsideration of any question or proposal that has been decided or adopted by the Board at any time within the preceding six months unless:

- it is moved by the Chair
- in addition to being signed by the mover, it is signed by at least one third of the total members of the Board.

2.12 Attendance at Board and Committee Meetings

The Board Governance Professional shall have oversight of all Board and Committee meetings to ensure meetings are conducted in accordance with legislation, terms and conditions of grant (including in relation to its Financial Memorandum, the Scottish Public Finance Manual, the Code of Good Governance for Scotland's Colleges), the Board's Scheme of Delegation and these Standing Orders, and in order to ensure a record is kept of proceedings.

It shall be a matter for the Board or Committee to determine which College employees (with the exception of the staff and Trade Union Board Members who shall be invited to attend all meetings of the Board and Committees they are a member of) or other individuals should be invited to attend any Board or Committee meeting or any part of it in an advisory capacity in order to ensure that the Board or Committee has the required advice to fulfil its functions. Where invited to do so by the Chair at the meeting, these employees or individuals may contribute to the discussion, but may not vote.

Where circumstances dictate, and/or it is deemed by the Board/Committee to be appropriate, attendance and contribution at a meeting by members may be undertaken virtually and by remote communication. In addition, where circumstances dictate and/or it is deemed to be appropriate, entire meetings may be wholly conducted virtually with all members attending and contributing to the meeting by virtue of remote communication.

The Board may decide to meet privately without the Principal or any Senior Management Team members being present. In these circumstances, the Board Governance Professional shall be present at the meeting unless requested by the Chair to leave. Where the Board Governance Professional is requested to leave, there must be a clear and specific reason for this recorded in the minutes and the Chair shall ensure that appropriate

arrangements are made for recording the discussion and any decisions taken at the meeting in the minutes. Staff, Trade Union and student Board members are permitted to attend such meetings unless they have a conflict of interest in relation to the matter being discussed.

2.13 Agenda

The Board Governance Professional in consultation with the Chair and Principal shall prepare the draft Board agenda. Other members may place an item on the agenda for discussion (except in the case of an extraordinary meeting where only the urgent business notified at the time the meeting was requested will be placed on the agenda). The Board Governance Professional shall ensure that all items placed on the agenda fall within the remit of the Board or Committee.

All matters for consideration by the Board or Committee shall be clearly identified on the draft agenda as to whether it is for approval, decision, discussion, noting or for information purposes.

All matters for consideration by the Board or Committee shall be clearly identified on the agenda as for publication or whether it be a matter reserved as confidential under the circumstances described in paragraph 2.8 above.

The order of business shall be:

- Apologies for absence
- Declarations of any Potential Conflicts of Interest in relation to any agenda items
- Approval of the minutes of the previous meeting
- Matters arising
- Student Related Business
- All other business with those items of business requiring approval or a decision taking precedence over items of business for noting
- Date of the next meeting(s).

All business at Board and Committee meetings shall be conducted through the Chair by members indicating to the Chair that they wish to speak. The Chair shall be heard without interruption.

The Chair shall be responsible for the general conduct of the meeting to preserve order and to ensure that every member has the opportunity to contribute.

2.14 Board and Committee Papers

Board and Committee papers may be submitted by the Chair, the Principal, a member of the Senior Management Team or the Board Governance Professional.

The Board Governance Professional shall ensure the circulation of papers to Board or Committee members at least five working days prior to the meeting. Where this timescale is not possible, the Board Governance Professional shall advise members of this and advise of the reason for the delay and when papers might be expected.

2.15 Minutes of Board and Committee Meetings

In addition to recording the decisions and basis of decisions of all business on the agenda, the minutes shall include a record of those members present and any individuals in attendance, for all or part of the meeting.

Draft minutes shall be prepared for the Chair's agreement normally within ten working days of the meeting and shall be labelled 'draft'.

Once agreed by the Chair, minutes shall be circulated to members normally within twelve working days of the meeting and shall be labelled 'unapproved circulated'.

The minutes shall be considered for approval by the Board or Committee at its next meeting and the Chair of the meeting shall thereafter confirm the minute that shall be labelled 'final version'.

The Board Governance Professional shall be responsible for ensuring that a final version of the minutes is securely retained.

The Board Governance Professional shall be responsible for ensuring that the final version of the minutes of each Board and Committee meeting is timeously published on the College website.

In the event that extraordinary business is being transacted and additional meetings are being arranged, the timescales for preparing minutes shall be adjusted to ensure their availability for approval at the next meeting.

Where a Committee meets infrequently, draft minutes shall be circulated by email to all Members who will be required to confirm their approval or otherwise of the draft within eight weeks of the meeting having taken place. The minutes shall thereafter be confirmed by the Chair of the meeting and labelled as 'final version'.

All Committee minutes will be submitted to the Board for information at the next scheduled meeting of the Board following their confirmation. Only final versions of minutes shall be published on the College Website.

2.16 Board Members' Interests and Conflicts of Interest

In accordance with the terms of the Ethical Standards in Public Life Etc. (Scotland) Act 2000, a Register of Interests will be maintained by the Board Governance Professional. Such Register of Interests shall be available for inspection on the College Website and at all reasonable times at the main

Board of Management office of the College or as otherwise required by the Standards Commission for Scotland. It is the responsibility of members of the Board to declare all relevant information and to promptly notify any changes. Guidance is provided in the Code of Conduct for Members of the Board of Management of Ayrshire College which is detailed within Section 5 below.

A conflict of interest arises when a board member has a direct or indirect interest in the outcome of any agenda item under consideration that a member of the public would reasonably assume could compromise their impartiality. Board members have a responsibility to ensure that all contributions they make to discussions and decision-making and all acts they undertake as board members are impartial. It will be the responsibility of each individual board member to declare when such a conflict of interest arises for them. The decision of the Board or Committee Chair in relation to all matters relating to conflicts of interest will be final.

2.17 Confidentiality of Information

Any information received or obtained by any person in connection with their functions as a Board Member, or a member of any Committee, shall be treated by them as confidential to the Board or that Committee and shall not, without the express prior approval of the Board and the Board Chair, be discussed with any other person other than a member of the Board or Committee privy to that information prior to the meeting concerned.

This confidentiality extends to co-opted members of the Board and its Committees. In addition, observers and co-optees attending any meeting of the Board and its Committees are also required to observe the confidentiality of all of the papers, information, discussions and decisions they are privy to. Where observers or co-optees are not already covered by a confidentiality requirement by virtue of their employment or other arrangement (e.g. government or local authority employees) they will be asked to sign an undertaking to that effect.

Papers, discussion and decisions agreed by the Board to be confidential and reserved items shall be separately minuted and maintained by the Board Governance Professional and shall not be made available to anyone other than members of the Board and the Board Governance Professional. Members of the Board may not discuss such matters with anybody other than Board Members privy to that information without the express prior approval of the Board and the Board Chair.

In particular, Board Members must treat the following information as confidential and must not divulge or disclose any such information to any third party:

- personal information held about individuals;
- information relating to a person who is, has been, or is likely to be a student of the College.

- any information the disclosure of which is prohibited by anything in any Statutory Provision
- matters relating to the business of the College, its transactions and financial affairs.
- matters relating to the business of the College's funders, partners, contractors and
- other third parties with which the College has or may have business or commercial relationships.
- matters related to or concerned with legal disputes, actions or the like concerning the College; and
- matters which are identified by the Board as being confidential or which, given their nature, may be regarded as being confidential to the College.

For the avoidance of doubt, any breach of confidentiality by a board member or members, co-opted members and observers will be considered a very serious matter, will be fully investigated, and may lead to suspension or dismissal from the Board and/or legal action.

2.18 Scheme of Delegation

The Board has an agreed Scheme of Delegation (see Section 4 below), which defines the powers delegated to the Chair of the Board, the Committees, the Principal, and the Board Governance Professional. The Scheme of Delegation shall be reviewed and updated from time to time as agreed by the Board.

Matters which are dealt with under delegated authority by the Chair of the Board, a Board Committee, the Principal, or the Board Governance Professional do not need further confirmation by the full Board unless the Scheme of Delegation so requires.

The Board will be kept informed of matters determined under delegated authority by the Chair of the Board, a Board Committee, the Principal, or the Board Governance Professional.

If the Board has reasonable grounds to suspect that powers granted under the Scheme of Delegation have been misused or exceeded by any party the Board may take whatever steps it considers reasonable and appropriate to investigate the matter, and to act upon any findings so made. In any such circumstance, the Board will seek legal advice before proceeding, and may seek advice from other bodies such as the SFC and the Standards Commission as appropriate.

2.19 Financial Regulations and Scheme of Financial Delegation

The Board of Management separately approves detailed Financial Regulations that set out practical parameters, guidance and responsibilities relating to financial control. These Financial Regulations are updated on an agreed cycle and include a Scheme of Financial Delegation which sets out the financial authorities, including financial spending limits, delegated to the Principal (See Section 4 below).

2.20 Suspension, Alteration and Review of the Standing Orders

Any one or more provisions of these Standing Orders may be suspended, except where such suspension might lead to an action contrary to law, provided that at least two thirds of the members present vote to do so.

No alteration of these Standing Orders shall be made without notice of any proposed alteration having been given in the notice calling a meeting at which the alteration is to be considered and a majority of the Board Members present and voting at such meeting voting in favour of the alteration being made and adopted.

The Board shall, at least once every three years, review its Responsibilities and Standing Orders in order to determine whether any amendments and/ or additions should be made thereto.

Section 3: Standing Orders – Board and Committees’ Terms of Reference

3.1 Board of Management Terms of Reference

Introduction

The Board of Management is responsible for the overall functioning and strategic direction of the College. The Board of Management is also responsible for planning the future development of the College and for ensuring its effective management.

The Board of Management has ultimate responsibility for all the affairs of the College.

The Board of Management is publicly accountable for the College’s stewardship of public funds and given the nature of this obligation demands the highest standards of Corporate Governance.

Remit

The Board of Management is responsible for overseeing all matters related to function and strategic direction of the College. The Board of Management through its Committees will provide strategic leadership to ensure that the College aims and objectives are achieved. The Board will also ensure, through the actions of the Chair, that the requirements in relation to new members’ induction and mentoring, from both the Board and board committees’ perspective, are properly fulfilled and enacted.

Board of Management Membership

The membership of the Board of Management will be constituted as determined by Statutory Provision.

As currently constituted under Statutory Provision, the Board of Management shall consist of not less than 15 or more than 20 persons.

The Board shall comprise:

- The Chair, appointed by Scottish Ministers.
- The Principal and Chief Executive of the College.
- A person being elected by the teaching (curriculum) staff from among their own number.
- A person being elected by the service/support (non-curriculum) staff from among their own number.
- 2 Two persons as Trade Union nominated members (one nominated by support staff unions and the other nominated by the teaching staff union), in addition to the elected staff representatives, for partnership working. Currently with interim observer status until legislation is passed by the Scottish Parliament. While observers attending board meetings will receive

information provided to other members of the board (including papers and minutes), they may not be permitted to formally vote on matters submitted for a vote however, they may be granted the right to speak at meetings, following permission by the Chair.

- The Chair would also determine if there were any reserved matters that it was not appropriate for an observer to receive papers or be included in discussion.
- **2 Two** persons being appointed by being nominated by the Students' Association of the College from among students of the College (this includes students on a sabbatical year).
- Up to 12 other people, not being members of staff or full-time students, who have experience in different industry sectors, commercial or employment matters, or the practice of a profession, or who represent the Third Sector, Public Sector Bodies or Trades Union, or who otherwise have an interest in the College and in further and higher education and who represent the demography and diversity of the region (these appointments will be the "Non-Executive Members").
- While observers attending board meetings will receive information provided to other members of the board (including papers and minutes), they may not be permitted to formally vote on matters submitted for a vote however, they may be granted the right to speak at meetings, following permission by the Chair. The Chair would also determine if there were any reserved matters that it was not appropriate for an observer to receive papers or be included in discussion.

The Board of Management is responsible for ensuring the internal and external induction of its members and for their ongoing training and development in line with the requirements and provisions of the Scottish Government, Scottish Funding Council (SFC), Colleges Scotland and the College Development Network (CDN).

Quorum

50% of the Board of Management places occupied will constitute a quorum.

Attendance

The Board of Management may co-opt individuals as appropriate. Details of the proposed co-opted individuals will be approved by the Chair of the Board in advance. The role, remit and term of membership of the co-opted individuals will be determined by the Board.

The Executive Leadership Team and other Staff, as required, should attend meetings of the Board of Management to provide information and reports as appropriate.

The Board has the option of meeting without any members of staff present. Where the Board Governance Professional has been also been excluded, the

Chair of the Board shall arrange for a full minute of the meeting to be recorded, which shall include a full explanation of why the Board Governance Professional was excluded from the meeting.

Meetings

The Board shall normally meet on a quarterly basis but shall meet on a minimum of three occasions per annum.

Any member of the Board of Management may convene additional meetings as and when required by giving a minimum of ten working days' notice to the Board Governance Professional to call a meeting.

The Chair of the Board of Management will instruct the Board Governance Professional to call meetings of the Board. The agenda and supporting papers will normally be made available to members at least five working days before the day of the meeting.

Where, in the opinion of the Chair, an exceptional and urgent matter of business requires to be considered by the Board at shorter notice than that provided for above, the Chair may instruct the Board Governance Professional to call a meeting of the Board of Management at a time, date and place determined by the Chair.

Duties

The Board of Management has responsibility for overseeing the business of the College, determining its future direction and fostering an environment in which the College vision, mission and objectives are achieved, and the potential of all learners is maximised. The Board of Management is the employer of all staff of the College.

The Board of Management must ensure compliance with Statutory Provision and their ordinances, schedules, and provisions; together with all advice, guidance and direction provided, from time to time, by the Scottish Government, **SFC Scottish Funding Council, Quality Assurance Agency** or other properly constituted agency which regulate the College and its framework of governance and, subject to these, take all final decisions on matters of fundamental concern to the College.

The following items are retained for approval by the Board of Management, upon advice from or recommendation by the relevant Committee where appropriate, and may not be delegated:

1. To approve Strategies presented by the relevant Committees.
2. To approve the planning cycle proposed by the **Senior Management Executive Leadership Team** for the preparation of the **Outcomes Framework and Assurance Model and Agreement**, the College Strategic Plan, and to approve the Plan itself before publication.

3. To approve the annual accounts, following consideration by the Business, Resources and Infrastructure Committee and Audit Committee.
4. To approve the College budget proposals, following consideration by the Business, Resources and Infrastructure Committee.
5. To approve the appointment of the Principal and Chief Executive.
6. To approve any financial packages in excess of statutory provisions, for severance payments, following consideration by the Performance Review and Remuneration Committee.
7. To receive and consider at each meeting the Board of Management extract from the rolling Ayrshire College Corporate Strategic Risk Register, and to advise the Audit and Risk Committee accordingly.

~~To receive, consider and approve the Ayrshire College Corporate Strategic Risk Register following consideration and comment by the Audit and Risk Committee.~~

8. To receive, consider and approve recommendations from the Search and Nomination Committee on the membership of new and reappointed Board Members, prior to submission to the Scottish Ministers for approval;¹
9. To ensure that appropriate and adequate induction procedures are in place for all new Board Members.
10. To ensure that the arrangements made to implement the College Health and Safety Management System are effective.

Authority

The Board of Management is authorised to investigate any matters in any reasonable manner as it sees fit. The Board of Management is authorised to receive and record information received as a part of any investigatory process from persons who are not members of the Board and who are not employees of the College provided, they wish to co-operate in the provision of information and whilst taking account of policy and legal rights and responsibilities.

The Board is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

¹ In the interests of practicality, this may be undertaken by circulation where a meeting of the Board is not immediately scheduled.

Reporting Arrangements

At the end of each meeting, the Board will decide on the business of the meeting that may be fully published on the College website. Normally it would be expected that complete minutes and papers will be published: except where the exclusions listed in paragraph 2.8 of these Standing Orders apply.

Minutes will be kept of the proceedings of the Board by the Board Governance Professional. These will be circulated, in draft form normally within ten working days to the Principal for checking and then to the Chair of the Board for consideration. It is expected that minutes will be checked timeously, and any amendments advised to the Board Governance Professional.

The Chair of the Board shall submit draft minutes to the next Board meeting for approval.

Board Members should be clear that as members of a board of a college sector public body, they are required to act in the best interests of the public body, as opposed to any individual constituency from which they have been nominated or elected.

Representative members need to be aware of their obligations to the **b**Board and reconcile these with their obligations to their constituency. While representative members can raise matters from the perspective of their constituency, they should not promote the interests of, or lobby on behalf of, the constituency when sitting as a college or regional college board member.

They are not expected to report back to their constituencies the work and discussions of the **b**Board

3.2 Audit and Risk Committee Terms of Reference

Introduction

The Audit and Risk Committee is identified as a Committee of the Ayrshire College Board of Management. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the College Standing Orders.

The Committee is a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'the Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for overseeing and providing assurance to the Board on all matters related to the external audit, internal audit and risk management of the College and provide assurance to the Board that the requirements of the Code of Audit Practice published by Audit Scotland are observed along with all other relevant regulations and legislation. The Committee will have a particular engagement with internal and external audit, financial reporting issues and **corporate strategic** risk management.

Committee Membership

The Committee membership shall consist of a minimum of four non-executive Board members who shall be independent and objective in terms of their Audit and Risk Committee function and, in line with good practice, will not include either the Principal or the Chair of the Board. At least one member of the Audit and Risk Committee must have recent relevant financial or audit experience.

Committee members are all recommended to complete the College Development Network online training module College Audit Committees.

The Committee Chair will be appointed by the Board.

Committee membership will be reviewed annually by the Board.

Quorum

50% of the total membership of the Committee will constitute a quorum.

Attendance

The Committee may co-opt additional individuals as appropriate. Details of proposed co-opted individuals will be notified to the Chair of the Board in advance. The role, remit, and term of membership of co-opted individuals will be determined by the Committee.

External and Internal Auditors shall normally attend meetings and will be invited to all meetings.

The Vice Principal - Finance & Infrastructure, and the Chief Financial Controller responsible for Finance, the Assistant Principal of Finance, Student

Funding and Estates and where appropriate other staff will be invited to attend meetings of the Committee to provide information and reports as appropriate.

Meetings

The Committee shall normally meet on a quarterly basis but shall meet on a minimum of three occasions per annum.

Any member of the Committee may request to convene additional meetings of the Committee as and when required by giving a minimum of ten working days' notice to the Board Governance Professional to call a meeting.

The Committee Chair will instruct the Board Governance Professional to call meetings of the Committee. The agenda and supporting papers will normally be made available to members at least five working days before the day of the meeting.

The Committee may meet privately without any non-members (with the exception of the Board Governance Professional) for all or part of a meeting if they so decide.

The Committee will normally meet with the external and internal auditors annually without any non-members (with the exception of the Board Governance Professional) being present.

Duties

1. Consider and propose strategies within the Committee's overall remit and recommend for approval by the Board of Management.
2. Reviewing and advising the Board of Management on the effectiveness of the College's financial and other internal control environment.
3. Reviewing and advising the Board of Management on corporate governance requirements including the strategic processes for risk, control and governance and the governance statement.
4. Reviewing and advising the Board of Management on the effectiveness of the College risk management procedures, the presentation of the Ayrshire College **Corporate Strategic** Risk Register and the maintenance of an appropriate balance between risk and opportunity.
5. Appointing the College's Internal Auditors on a contractual basis and agreeing on the terms of reference for an audit service.
6. Reviewing the scope and effectiveness of the work of the internal and external auditor using appropriate performance indicators.
7. Considering issues raised in audit reports, annual management letter and reporting to the Board of Management on the adequacy of the management response.

8. Consider the College's accounting policies, Financial Statements and external auditor's report, including the process for review of the Financial Statements prior to submission for audit, prior to submission to the Board of Management by the Business, Resources, and Infrastructure Committee. Recommending to the Board the adoption of the audited Annual Accounts.
9. Agreeing an internal and external audit plan.
10. Advising the Board of Management on internal and external value for money reviews which secure the effective use of College resources.
11. The Committee will provide the Board with an Annual Report, timed to support finalisation of the accounts and the governance statement, summarising its conclusions from the work it has done during the year.
12. Reviewing reported cases of impropriety to establish whether they have been appropriately handled.
13. Agree the proposal for tendering for internal audit services or for purchase of non-audit services from contractors who provide audit services.
14. Agreeing the Internal Auditors fee and agreeing the External Auditors fee are within the parameters set by Audit Scotland.
15. At each meeting receive and consider the **Corporate Strategic** Risk Register and comment accordingly to the Board of Management.
16. The consideration and approval of the College Business Continuity Plan on a regular basis.
17. Approve the College Counter Fraud, Risk and Bribery Policy and Whistleblowing processes and any arrangements for special investigations.

Authority

The Committee is authorised to investigate any matters which fall within its Terms of Reference.

The Committee is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

Reporting Arrangements

At the end of each meeting, the Committee may further decide on the business of the meeting that will be fully published on the College website, should this differ from that recorded on the meeting agenda. Unless otherwise recorded, it would be expected that complete minutes and papers

will be published: except where the exclusions listed in paragraph 2.8 of these Standing Orders apply.

Minutes will be kept of the proceedings of the Committee by the Board Governance Professional. These will be circulated, in draft form normally within ten working days to the appropriate senior leadership representatives for checking and then to the Chair of the Committee for consideration. It is expected that minutes will be checked timeously, and any amendments advised to the Board Governance Professional.

The Chair of the Committee shall report on the work and recommendations of the Committee to the next scheduled Board meeting for information/approval and submit confirmed Committee minutes to the first meeting of the Board immediately following their approval.

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3.3 Business, Resources and Infrastructure Committee: Terms of Reference

Introduction

The Business, Resources and Infrastructure Committee is identified as a Committee of the Ayrshire College Board of Management. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the College Standing Orders.

The Committee is a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'The Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for:

- overseeing all matters related to the College Estate including land, buildings, moveable assets, and equipment and/or regulations and ensure that any guidance published by the Scottish Funding Council is observed.
- overseeing all matters related to the College's continuing organisational development including oversight of the development, planning, and delivery of the overarching People Strategy, promoting a positive and inclusive culture, and reviewing and monitoring the quality and performance of associated programs of work.
- overseeing all matters related to strategic and operational financial planning of the College, how this reflects upon the strategic resource management of the College and provide assurance to the Board on the ongoing financial management and performance of the College.

Committee Membership

The Committee membership shall consist of a minimum of six members from the Board, including the Principal of the College and Chair of the Board who will be a standing members of the Committee. The Board will seek to ensure that an appropriate range of expertise and knowledge related to the remit of the Committee is included within the committee membership.

The Committee Chair and remaining members will be appointed by the Board. Committee membership will be reviewed annually by the Board, taking account of the remaining terms of office of the Committee members.

Quorum

50% of the total membership of the Committee will constitute a quorum.

Attendance

The Committee may co-opt individuals as appropriate. Details of proposed co-opted individuals will be notified to the Chair of the Board in advance. The role, remit and term of membership of co-opted individuals will be determined by the Committee.

Attendance is open to all Vice Principals, and, where appropriate, other staff may be invited to attend meetings of the Committee to provide information and reports as appropriate.

Meetings

The Committee shall normally meet on a quarterly basis but shall meet on a minimum of three occasions per annum.

Any Member of the Committee may request to convene additional meetings of the Committee as and when required by giving a minimum of ten working days' notice to the Board Governance Professional to call a meeting.

The Committee Chair will instruct the Board Governance Professional to call meetings of the Committee. The agenda and supporting papers will normally be made available to members at least five working days before the day of the meeting.

Duties

1. Provide guidance and direction to College Management as appropriate.
2. Consider and propose strategies within the Committee's overall remit and recommend for approval by the Board of Management.
3. Consider and report on any other relevant functions of the college that are out with the Learning, Teaching and Quality Committee remit.

Human Resources

4. Ensure that a positive and inclusive culture is embedded across the College.
5. Ensure that there is strong and effective leadership which supports and encourages personal and professional development and the empowerment of teams.
6. Review and monitor progress against delivery of key strategic objectives and scrutinize related key performance indicator (KPI) reports to ensure that the College delivers to the People Strategy.
7. Ensure that the College meets all aspects of the Public Sector Equality Duty and Equality Act 2010, through publishing equality outcomes and reporting on mainstreaming activity to embed equality across all College activities.
8. Ensure that the College maintains the highest standards in health and safety and meets all legislative requirements.
9. Ensure that the College actively supports all staff in maintaining positive wellbeing through delivering evidence-based initiatives and programmes consistent with the People Strategy.

10. Ensure that the College is managing and developing effective, open, and transparent internal communications and dialogue with staff and the trade unions recognised by the College.

Estates and infrastructure

11. Regularly review all property assets.
12. Discuss and make recommendations to the Board on the annual capital expenditure programme and proposed estates and digital infrastructure projects, and to consider the strategic robustness and financial viability of the proposals.
13. Oversee the major estates projects to ensure that projects are developed within the parameters specified by the Board of Management.
14. Consider the College's property portfolio making recommendations to the Board for the disposal of and acquisition of land and buildings, including their financial liability.
15. Ensure compliance with the Scottish Funding Council's Financial Memorandum with regard to the College's estate and all strategic financial decisions and actions.
16. Ensure the principles of sustainability in managing the College's estate.

Finance

17. Consider and make recommendations to the Board on the annual financial budget for the College.
18. Monitor the receipt of funds in the form of financial allocations, together with supplementary income, ensuring all funds are applied for the purposes specified in the allocation.
19. Monitor in-year expenditure against budget and advise the Board including any requirement for remedial action.
20. Consider financial benchmarking and performance information on a variance reporting basis.
21. Recommend for Board approval, the College's borrowing requirement and all borrowing/loan agreements, granting security and/or giving guarantees as appropriate within the regulations as set out in the Financial Memorandum with the Scottish Funding Council.

~~Oversee and recommend for Board approval all requests for Estates related project funding prepared for submission to the Ayrshire College Foundation.~~

22. Oversee the agreement and implementation of the Financial Regulations of the College and systems of delegated authority to ensure a robust financial control environment is in place.

23. Consider the Statutory Annual Accounts of the College and report on them to the Board.

Risk Management

24. Receive and consider the Committee's extract from the current version of the **Corporate Strategic** Risk Register and to advise the Audit and Risk Committee accordingly.

Authority

The Committee is authorised to investigate any matters which fall within its Terms of Reference.

The Committee is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

Reporting Arrangements

At the end of each meeting, the Committee may further decide on the business of the meeting that will be fully published on the College website, should this differ from that recorded on the meeting agenda. Unless otherwise recorded, it would be expected that complete minutes and papers will be published: except where the exclusions listed in paragraph 2.8 of these Standing Orders apply.

Minutes will be kept of the proceedings of the Committee by the Board Governance Professional. These will be circulated, in draft form normally within ten working days to the appropriate senior management representatives for checking and then to the Chair of the Committee for consideration. It is expected that minutes will be checked timeously, and any amendments advised to the Board Governance Professional.

The Chair of the Committee shall report on the work and recommendations of the Committee to the next scheduled Board meeting for information/approval and submit confirmed Committee minutes to the first meeting of the Board immediately following their approval.

3.4 Learning, Teaching and Quality Committee Terms of Reference

Introduction

The Learning, Teaching and Quality Committee is identified as a Committee of the Ayrshire College Board of Management. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the College Standing Orders.

The Committee will be a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'the Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for overseeing all matters related to the strategic development and delivery of learning, teaching and the student experience, including monitoring and reporting on the associated quality and performance.

Committee Membership

The Committee membership shall consist of a minimum of six members from the Board, which should include at least one staff representative and at least one student representative.

The Committee Chair and remaining members will be appointed by the Board. Committee membership will be reviewed annually by the Board, taking account of the remaining terms of office of the Committee members. The Board will seek to ensure that all members will normally serve at least one year as a member of the Committee during their period of appointment.

Quorum

50% of the total membership of the Committee will constitute a quorum.

Attendance

The Committee may co-opt individuals as appropriate. Details of proposed co-opted individuals will be notified to the Chair of the Board in advance. The role, remit and term of membership of co-opted individuals will be determined by the Committee.

Attendance is open to all Vice Principals, and, where appropriate, other staff may be invited to attend meetings of the Committee to provide information and reports as appropriate.

Meetings

The Committee shall normally meet on a quarterly basis but shall meet on a minimum of three occasions per annum.

Any member of the Committee may convene additional meetings of the Committee as and when required by giving a minimum of ten working days' notice to the Board Governance Professional to call a meeting.

The Committee Chair will instruct the Board Governance Professional to call meetings of the Committee. The agenda and supporting papers will be made available to members at least five working days before the day of the meeting.

Duties

1. To review and agree strategies within the Committee's overall remit and recommend for approval by the Board of Management.
2. To seek assurance that the Curriculum Delivery Plan is in alignment with regional and national economic priorities, the strategic direction of the College and meets the requirements of the **SFC's Outcomes Framework and Assurance Model Ayrshire College Outcome Agreement**.
3. To review and monitor the progress against curriculum development and delivery including new areas of skills delivery and adoption of technology and digital learning.
4. To review and scrutinise key performance indicators (KPIs) as a requirement of the **Outcomes Framework and Assurance Model Outcome Agreement** in relation to, for example, student success including, but not limited to, student retention, student outcome data, Scottish Index of Multiple Deprivation (SIMD) and post course destinations. Consider action to be taken to improve performance where the KPIs fall below national benchmarks.
5. To review and monitor the progress and outcomes of Engagement with **the Quality Assurance Agency Education Scotland**.
6. To review and monitor plans and processes to enhance learning, teaching and assessment and the student experience.
7. To review and monitor all College services which are provided to support the student journey, including the quality of learning and teaching and student satisfaction.
8. To review and monitor equality and diversity outcomes, scrutinise data and receive reports on learner profiles and interventions.
9. To review and monitor the use of student funds including bursaries, educational maintenance allowance (EMA) childcare and discretionary funds.
10. To receive and review student feedback on their college experience using a range of methods and monitor actions for improvement.
11. To receive and consider an annual report on services to support the student experience which will incorporate safeguarding.
12. To receive and consider a Student Satisfaction Annual Report.
13. To receive and consider the Committee's extract from the current version of the Corporate Risk Register and to advise the Audit Committee accordingly.

14. To receive and consider Internal Audit reports as they relate to the remit of the Committee.

Authority

The Committee is authorised to investigate any matters which fall within its Terms of Reference.

The Committee is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

Reporting Arrangements

At the end of each meeting, the Committee may further decide on the business of the meeting that will be fully published on the College website, should this differ from that recorded on the meeting agenda. Unless otherwise recorded, it would be expected that complete minutes and papers will be published: except where the exclusions listed in paragraph 2.8 of these Standing Orders apply.

Minutes will be kept of the proceedings of the Committee by the Board Governance Professional. These will be circulated, in draft form normally within ten working days to the appropriate executive management representative for checking and then to the Chair of the Committee for consideration. It is expected that minutes will be checked timeously and any amendments advised to the Board Governance Professional.

The Chair of the Committee shall report on the work and recommendations of the Committee to the next scheduled Board meeting for information/approval and submit confirmed Committee minutes to the first meeting of the Board immediately following their approval.

3.5 Performance Review and Remuneration Committee Terms of Reference

Introduction

The Performance Review and Remuneration Committee is identified as a Committee of the Ayrshire College Board of Management. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the College Standing Orders.

The Committee will be a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated 'The Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for overseeing all matters related to Performance Review and Remuneration of those members of staff whose remuneration consideration lies outwith the scope of the National Recognition and Procedures Agreement (NRPA) and provide assurance to the Board on all such matters. In undertaking its deliberations, the Committee should take evidence from a range of sources. In particular, students and staff should have a role in contributing views/evidence to the Committee as appropriate.

The Board Chair will report on the performance of the Principal and make recommendations in relation to the Principal's remuneration accordingly. There is no requirement for the Chair to bring proposals relating to the Principal's progression on the incremental scale to the Committee, as the Principal's progression will be included in the annual monitoring report.

For all other staff whom the Committee has responsibility for considering performance and remuneration, reporting and recommendations will be the responsibility of the Principal.

Committee Membership

The Committee shall be chaired by an appropriate Board Member appointed by the Board on the recommendation of the Chair and membership will be the Board Chair, The Board Vice Chair, the Chairs of the Board Committees and the Senior Independent Member (SIM). At the discretion of the Board Chair, in discussion with the Chair of the Committee, additional members may be added from time to time with the approval of the Committee. The Principal may not be a member of this Committee.

The Principal shall be in attendance for the Committee except where discussions relate to their Performance and Remuneration.

The Committee membership will be reviewed annually by the Board, taking account of the remaining terms of office of the Committee members.

Quorum

50% of the total membership of the Committee will constitute a quorum.

Attendance

The Committee may co-opt additional individuals as appropriate. Details of proposed co-opted individuals will be notified to the Chair of the Board in advance. The role, remit and term of membership of individuals will be determined by the Committee.

The Committee may invite other persons to attend meetings of the Committee to provide information and reports as appropriate.

Meetings

The Committee shall meet as appropriate, but not less than once per academic year. Meetings should coincide with pay review outcomes and performance review outcomes.

Any member of the Committee may convene additional meetings of the Committee as and when required by giving a minimum of ten working days' notice to the Board Governance Professional to call a meeting.

The Committee Chair will instruct the Board Governance Professional to call meetings of the Committee. The agenda and supporting papers will normally be sent made available to members at least five working days before the day of the meeting.

Where a progression on the incremental scale for an individual is routine and allied to confirmation of satisfactory performance by the appropriate line manager, the increment will be awarded timeously and without immediate reference to this Committee. In order to ensure the Committee retains an oversight of these matters, a monitoring report will be brought annually to the Committee confirming the increments awarded and that these were confirmed by the appropriate named line manager.

By exception, where a progression on the incremental scale for an individual was not routine, i.e., where the appropriate line manager did not confirm satisfactory performance over the previous year or another concern had been raised, the matter, together with a rationale for the decision, will be referred immediately to this Committee for consideration.

Reports on the performance of the Principal, Vice Principals and Directors continue to be brought to this Committee as a part of the evidence base for the application of any pay uplift being awarded to those staff whose salaries are the responsibility of this Committee and who are not covered included in the NRPA².

Where no nationally negotiated pay uplift had been agreed in any given academic year for those staff included within the NRPA, the Committee would meet annually in any case, normally in the 4th quarter, to receive reports on

² The National Recognition and Procedures Agreement (NRPA) covers all staff other than the Principal, Vice Principals and Directors. Those staff included in the NRPA will automatically receive any nationally negotiated pay uplift. This Committee considers whether such pay uplift should be applied to the non-NRPA staff and will consider performance reports as a part of the decision-making process.

the performance of the staff for which it is responsible and to receive the annual monitoring report on incremental progression awards.

Ad-hoc meetings of the Committee may be necessary where NRPA uplift was agreed outwith the annual meeting in the 4th quarter. It was also noted that when each individual reached the top of their incremental scale, contracted incremental progression would cease.

Duties

1. To discuss the Performance of those members of staff who are not included within the scope of the NRPA in line with the College's Performance Review frameworks.
2. To agree remuneration for those members of staff who are not included within the scope of the NRPA.
3. To receive an annual monitoring report on the contractual incremental progression of staff for whom this Committee has remunerative responsibility and oversight.
4. To consider, by exception, any recommendation that a member of staff for whom this Committee has remunerative responsibility and oversight be not progressed on their incremental scale, together with the rationale for this recommendation.
5. To consider applications from individuals who were outwith the scope of the NRPA and who were in the employ of the College at the effective date of a National Bargaining pay award, but who left their College employment prior to a decision being taken to implement and backdate the agreement/pay award. Consideration will be based on the receipt of a request in writing from the individual concerned. As a general principle, and subject to confirmation of satisfactory performance and all other matters being in order, it is expected that any former member of staff would normally be treated in the same manner as current staff in terms of a payment being made.
6. To take account of any advice given by the Scottish Funding Council in terms of remuneration.
7. To take account of any guidance issued by the Treasury or other relevant Government bodies on public sector salaries.
8. To consider benchmarking information across the Sector and job evaluation processes as appropriate in determining remuneration strategies for staff out with the scope of the NRPA.
9. To report to the Board of Management on remuneration policies for staff out with the scope of the NRPA.

Authority

The Committee is authorised to investigate any matters which fall within its Terms of Reference.

The Committee is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

Reporting Arrangements

At the end of each meeting, the Committee may further decide on the business of the meeting that ~~will be fully~~ **can be** published on the College website, should this differ from that recorded on the meeting agenda. Unless otherwise recorded, it would be expected that complete minutes and papers will **not** be published: ~~except where~~ **as per** the exclusions listed in paragraph 2.8 of these Standing Orders.

Minutes will be kept of the proceedings of the Committee by the Board Governance Professional. These will be circulated, in draft form normally within ten working days to the appropriate executive management representative for checking and then to the Chair of the Committee for consideration. It is expected that minutes will be checked timeously, and any amendments advised to the Board Governance Professional.

The Chair of the Committee shall report on the work of the Committee to the next scheduled Board meeting for information/approval **and submit confirmed Committee minutes to the first meeting of the Board immediately following their approval.**

3.6 Search and Nomination Committee Terms of Reference

Introduction

The Search and Nomination Committee is identified as a Committee of the Ayrshire College Board of Management. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the College Standing Orders.

The Committee will be a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'The Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for the recruitment and recommendation of new members and consider re-appointment of current members of the Board of Management.

For the avoidance of doubt, all approval of membership rests with the Board of Management and then Scottish Ministers.

Committee Membership

The Committee shall be chaired by the Chair of the Board, and membership will include all Chairs and Vice Chairs of the Board of Committees. When considering new appointments to the Board, the Committee will also include an external member who will be a full member of the Committee. The appointment of the external will be approved by the Board.³ The Principal may not be a member of this Committee.

Quorum

50% of the total membership of the Committee will constitute a quorum.

Attendance

The Committee may co-opt additional individuals as appropriate. Details of proposed co-opted individuals will be notified to the Chair of the Board in advance. The role, remit and term of membership of co-opted individuals will be determined by the Committee.

Meetings

The Committee shall meet as required in accordance with the remit.

Any member of the Committee may convene additional meetings of the Committee as and when required by giving a minimum of ten working days' notice to the Board Governance Professional to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee.

³ The Board is required to co-opt an appropriate independent person, external to Ayrshire College, to play a full role in the recruitment and recommendation of new Board Members to Scottish Ministers

The agenda and supporting papers will normally be sent made available to members at least five working days before the day of the meeting.

Duties

1. To ensure that the advertisement of vacancies for Board Members uses a wide range of media and targets, specifically, communities which may be under-represented on the Board.
2. To recruit and provide recommendations to the Board of Management and, following Board Approval, Scottish Ministers on the appointment and reappointment of Board Members.
3. The Committee will give due regard to issues of equality, diversity, demography and opportunity in any appointments recommended.
4. The Committee shall conduct the search and nomination processes in a fair, equitable and non-discriminatory manner.
5. The Committee shall develop and monitor procedures for the appointment, reappointment, induction and governance arrangements of Board Members.

Authority

The Committee is authorised to investigate any matters which fall within its Terms of Reference.

The Committee is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

Reporting Arrangements

At the end of each meeting, the Committee may further decide on the business of the meeting that will be fully published on the College website, should this differ from that recorded on the meeting agenda. Unless otherwise recorded, it would be expected that complete minutes and papers will be published: except where the exclusions listed in paragraph 2.8 of these Standing Orders apply.

Minutes will be kept of the proceedings of the Committee by the Board Governance Professional. These will be circulated, in draft form normally within ten working days to the appropriate executive management representative for checking and then to the Chair of the Committee for consideration. It is expected that minutes will be checked timeously and any amendments advised to the Board Governance Professional.

The Chair of the Committee shall report on the work of the Committee to the next scheduled Board meeting for information/approval and submit confirmed Committee minutes to the first meeting of the Board immediately following their approval.

Section 4: Standing Orders – Scheme of Delegation

Principles

4.1 General

In order for Colleges to operate effectively, the Board of Management must delegate authority to the Chair, Committees and relevant staff to undertake various responsibilities. These delegated authorities must be documented in a Scheme of Delegation.

It should be noted that legislation does not allow for delegation to Board members other than the Chair. Therefore, any responsibilities normally undertaken by other individuals e.g. the Vice Chair of the Board/Senior Independent Member, should not be documented in this Scheme. (The Principal is a member of staff as well as a Board member and can therefore be delegated authority.)

When delegating authority, the Board should remember that, whilst it can delegate the performance of its functions, the Board itself retains overall responsibility and accountability. It is therefore essential that the Board has the appropriate checks and balances in place to ensure that functions are being exercised effectively and appropriately and in accordance with the delegated authority.

When delegating authority, the Board must have due regard to legislation and terms and conditions of grant (including in relation to its Financial Memorandum, the Scottish Public Finance Manual, the Code of Good Governance for Scotland's Colleges).

The Scheme of Delegation should also take account of internal documents e.g. financial regulations and which set out levels of delegation relating to financial or other matters.

4.2 Authority Reserved to the Board

For clarity, the Board must set out a list of decisions it requires or wishes to retain responsibility for e.g. approval of Annual Accounts. It is acceptable for these items to be discussed by other Committees first (e.g. in the case of Annual Accounts, the Business, Resources and Infrastructure Committee may look at the detail and make a recommendation to the Board for their approval), but the final approval or decision must be considered by the Board as a whole.

4.3 Delegation to Committees

The Board may establish Committees for any purpose and any such Committee may appoint Sub Committees.

In accordance with the Code of Good Governance for Scotland's Colleges, the minimum Committees required are Audit, Remuneration, Finance and Nominations/Appointments. The Board must consider which Committees would be most useful to support the volume of business it undertakes. Where in-depth scrutiny of particular issues is required, it may be useful to have a Committee with members with the appropriate skills to do this, who can then present a summary of this to the full Board. The requirements for Committees are likely to vary between Colleges and apart from the minimum Committees specified above, it is for the Board to determine what would be most useful.

Each Committee must have a remit or terms of reference which sets out the membership, frequency of meetings, duties and responsibilities of the Committee. The Board must approve the remit and any subsequent changes to the remit prior to their implementation.

It may be useful to append the approved remits or terms of reference for the Committees to the Scheme of Delegation.

4.4 Delegation to Chair of Board

The Board should delegate authority to the Chair of the Board to deal with issues on behalf of the Board between meetings and in their role as line manager of the Principal and the Board Governance Professional. These delegations must not contradict other documents in place or the terms and conditions of appointment of the Chair issued by the Scottish Ministers (or the Regional Strategic Body).

4.5 Delegation to Staff

The Board may delegate authority to any member of staff. In most cases, delegation is to the Principal (who in turn delegates to the Senior Management team and other staff) and the Board Governance Professional.

Any authority delegated to staff must be subject to the strategic and policy direction by the Board and the terms of any authority reserved to the Board.

It is essential that the Board delegates responsibility to the Principal in order to ensure the efficient day-to-day running of the College. These responsibilities should be listed and should include responsibilities relating to curriculum, quality, teaching and learning, appointment and management of staff.

Delegation may be given to the Board Governance Professional relating to issuing and publishing of Board papers; acting as returning officer for the appointment of staff elections to the Board; acting as Standards Officer etc.

The Scheme of Delegation should determine arrangements that will be put in place in the event that the Principal and/or Board Governance Professional are absent.

Scheme of Delegation of the Board of Management of Ayrshire College (“the Board”) – Approved by the Board on 14 December 2017

4.6 Preamble

In accordance with paragraph 12(4) of the Further and Higher Education (Scotland) Act 1992 (“the 1992 Act”) a board may delegate the performance of any of their functions to their chair, to any Committee appointed by them or to any member of their staff.

In accordance with paragraph C.8 of the Code of Good Governance for Scotland’s Colleges (“the Code”) delegation of responsibilities from, and matters reserved to, the Board and its Committee must be clarified through a Scheme of Delegation including the functions delegated by the Board to the Chair, Committees, the Principal and the Board Governance Professional.

This Scheme of Delegation must be approved by the Board before it comes into effect, and any subsequent amendments must also be approved by the Board.

4.7 Authority Reserved to the Board

4.7.1 Whilst initial discussion or consideration may take place by Committees or individuals, the Board reserves making decisions on the following matters to itself:

- I. determining the objectives of the Board
- II. final approval of the College’s Strategic Plan and Regional Outcome Agreement
- III. approval of the year-end Annual Report and Accounts
- IV. approval of the Annual Budget
- V. final consideration of the Annual Audit Report
- VI. approval of the Strategic Risk Register
- VII. acquisition and disposal of heritable property, subject to approval of the Scottish Funding Council
- VIII. appointment of Board members, in accordance with the 1992 Act and the College Sector Board Appointments: 2014 Guidance
- IX. appointment and removal of the Principal

- X. appointment and removal of the Board Governance Professional (in accordance with paragraph D.13 of the Code)
- XI. approval of terms and conditions of appointment of Board members
- XII. approval of the Students' Association constitution and the election regulations for student officers
- XIII. delegation of functions of the Board including remits of Committees and this Scheme of Delegation
- XIV. the making, amendment and revocation of the Standing Orders of the Board.

4.8 Delegation to Committees

- 4.8.1** In accordance with paragraph 13 of Schedule 2 to the 1992 Act, the Board may establish Committees for any purpose and any such Committee may appoint Sub Committees.
- 4.8.2** In accordance with paragraph C.8 of the Code, the minimum Committees required are Audit, Remuneration, Finance and Nominations/Appointments.
- 4.8.3** Each Committee and Sub Committee shall have a clearly defined remit which shall set out the duties and responsibilities delegated. The remit must be approved by the Board. The Committee may suggest amendments to the remit, but any amendments must be approved by the Board before they are implemented.
- 4.8.4** The Board may delegate functions to a specific Committee, and this shall be clearly detailed within the minutes of the appropriate meeting.
- 4.8.5** The Board reserves the right to review the Committees required and the authority delegated to them as and when it deems it appropriate to do so.
- 4.8.6** The minutes of each Committee meeting will be submitted to the Board for information at the next appropriate meeting. In addition, the Committee Chair shall give an update to the Board on key issues where requested to do so.

4.9 Delegation to Chair of the Board

- 4.9.1** The Chair must abide by the terms and conditions of their appointment in leading the Board and ensuring its effectiveness, and in exercising any delegated authority. The Chair has delegated authority to:
 - I. exercise judgement in the event of a need for an urgent decision during the period between Board meetings, such that.
 - II. an extraordinary Board meeting is called in the case of material decisions.

- III. a proposal is circulated, and a decision is approved by email (in accordance with the Standing Orders) and is thereafter homologated at the next Board meeting.

- 4.9.2** on behalf of the Board, sign and date the College's Annual Report and Accounts, after Board approval, and other documents as may be required.
- 4.9.3** represent the Board within the College and externally.
- 4.9.4** issue communications on behalf of the Board in whatever form is appropriate, both within and out with the College.
- 4.9.5** monitor, review and record the Principal's performance at least annually against performance measures agreed by the Board.
- 4.9.6** monitor, review and record the Board Governance Professional's performance at least annually against performance measures agreed by the Board.
- 4.9.7** ensure each Board member participates in an annual development meeting, facilitated either by the Chair or Vice Chair as appropriate.
- 4.9.8** initiate action further to a decision of the Board to take disciplinary action against, or suspend, the Principal or Board Governance Professional.
- 4.9.9** initiate action further to a decision of the Board to appoint a new Principal or Board Governance Professional.

4.10 Delegation to the Principal

The Principal, as Chief Executive of the College, shall be responsible for the operational management of the College subject to strategic and policy direction by the Board and the terms of any specific authority reserved to the Board. The Principal may in turn delegate tasks as appropriate to staff, including the Board Governance Professional. The Principal has delegated authority to:

4.10.1 General Management

- I. as appropriate, take such measures as may be required in emergencies, subject to advising the Chair where possible and homologation at the appropriate Committee or to the Board as soon as possible thereafter, on any items for which approval of the Committee or the Board would normally be necessary.
- II. facilitate the management of the College and its provision of services within the framework determined by the College's Strategic Plan and Regional Outcome Agreement, the approved budget, and any other policies and strategies determined by the Board.

- III. consult on behalf of the Board with representatives from key organisations, local and national, about the priorities contained within the College's Strategic Plan and Regional Outcome Agreement prior to final approval by the Board.
- IV. respond on behalf of the Board to consultative documents that may be sent to the College by the Scottish Government, the Scottish Funding Council or other external agencies.
- V. incur expenditure in making visits and the provision of reasonable hospitality to representatives of other Colleges, organisations and companies, taking into account the principles of the Bribery Act 2010.
- VI. give a direction in special circumstances that any member of staff shall not exercise a delegated function.
- VII. take out membership of and attend meetings of outside bodies and professional associations where it is compatible with the duties of Principal and in the interests of the College to do so.
- VIII. authorise the issue of press releases for publication and broadcasting on behalf of the College.
- IX. authorise the publication of any document on behalf of the College.
- X. engage the services of outside persons, firms or organisations and enter into contracts and sign all deeds and other documents binding the Board for all purposes except those where the power to engage such services is delegated to a Committee or is reserved to the Board.
- XI. raise funds for and supply them to any of the activities which the Board has power to undertake.
- XII. provide courses as required by outside agencies and negotiate appropriate charges for these.
- XIII. determine the dates of the College holidays and other details of the College's academic calendar.
- XIV. appoint a senior member of staff to deputise for the Principal during periods of planned absence.

4.10.2 Staff Management

- I. determine an appropriate staff structure for the College consistent with the conditions of employment that currently apply after consultation and where appropriate, negotiation with representatives of recognised trade unions.

- II. consult and negotiate with representatives of recognised trade unions on behalf of the Board.
- III. establish procedures for the appointment of College staff in circumstances where the power to appoint has not been delegated to a Committee or is not reserved to the Board.
- IV. supervise, manage and deploy staff within the College and arrange appropriate induction and training for College staff.
- V. establish procedures for taking disciplinary action against College staff up to and including dismissal subject to complying with the policies laid down by the Board.
- VI. grant unpaid leave of absence to any member of College staff in accordance with the relevant policies laid down by the Board.
- VII. represent the Board in negotiating and implementing conditions of service in relation to relevant College staff, including participation in national collective bargaining.
- VIII. approve the secondment of College staff to external agencies in accordance with relevant policies laid down by the Board and to approve the appointment, where necessary, of a temporary replacement for the duration of the secondment.
- IX. in exceptional circumstances, agree individual severance arrangements with staff, taking into account limits set by the Scottish Funding Council and functions delegated to the Board or a Committee.
- X. establish any other procedures required for the orderly management of College staff.

4.10.3 Student Management

- I. arrange for the provision of appropriate curriculum and support services for students and clients.
- II. administer, in accordance with any policy determined by the Scottish Government or the Scottish Funding Council or the Board the disbursement of monies to students attending the College.
- III. administer, in accordance with any policy of the Board, the provision of financial or other assistance to students of the College.
- IV. set and amend as necessary the level of tuition fees, examination expenses, maintenance and contribution scales for all courses offered by the College and to waive or grant remission of such fees or expenses in special cases within guidelines set by the Board.

- V. authorise students and to make grants to students, to enable them to attend courses and conferences, and to undertake educational visits and excursions within the UK or abroad, within approved budgets and policies of the Board.
- VI. take appropriate disciplinary action including exclusion, against students in accordance with any policies of the Board.
- VII. provide financial or other assistance to the Students' Association of the College within the terms approved by the Board.

4.10.4 Property Management

- I. allocate accommodation within the College in order to meet student and staff needs and to arrange for any necessary alterations or adaptations to College property.
- II. apply to the appropriate authority for any necessary statutory consents.
- III. grant any way leave or servitude over property of the College on such terms as may be appropriate.
- IV. grant the use of College accommodation to outside bodies or persons for the purpose of holding meetings and functions on such terms and conditions as are reasonable in the circumstances.

4.10.5 Financial Management

- I. take personal responsibility for ensuring the proper and effective operation of financial, planning and management controls, and for giving effect to the Board's policies for securing the efficient, economical and effective management of all the College's income, assets and expenditure. This includes agreeing Board approved budgetary limits.
- II. act at all times in compliance with the Financial Memorandum, Conditions of Grant, Scottish Public Finance Manual and to follow the College's Financial Regulations, taking particular account of the delegated financial limits.
- III. enter into and negotiate contracts and other binding arrangements for the supply of goods and services (whether bought, leased, hired or otherwise acquired) to the College or to authorise another to enter into such contracts up to a value of the relevant EU Procurement threshold or Board approved budgetary limits and all in accordance with the College's financial regulations.
- IV. terminate contracts when it is in the best interests of the College to do so.

- V. check the financial standing of potential contractors.
- VI. dispose of assets up to the value of the delegated financial limit as set out in the Finance Regulations and in line with the requirements of the Scottish Public Finance Manual.
- VII. administer any educational endowment which transferred to and vested in the Board in terms of Section 19(1) of the 1992 Act.
- VIII. take out any necessary insurances to protect the interests of the College.
- IX. settle any claims whether or not such claims are insured or whether or not a court action has been raised.
- X. spend public funds only for the purposes for which they were given and in accordance with any terms and conditions attached to them.
- XI. arrange for the presentation to the Board for approval an Annual Budget of income and expenditure, including revenue and capital, and to give regular updates on income and expenditure account, balance sheet and cash flow statement.
- XII. arrange for the preparation, audit and presentation to the Board of Accounts following the end of each financial year in compliance with the requirements of the Accounts Direction and encompassing Audit Scotland and the Scottish Funding Council instruction.
- XIII. report to the Scottish Funding Council should the Board adopt a policy or commission an action which is incompatible with the terms of the Financial Memorandum or the Scottish Public Finance Manual, or which would infringe on the requirements of propriety or regularity, and report to the Board in writing on such matters being considered and advise the Board that, should it wish to choose to continue with the policy or action, then as Accounting Officer he or she must report the Board's intentions to the Scottish Funding Council in writing.

4.10.6 Absence of the Principal

- I. In the absence of the Principal, the Executive Team shall ensure that the essential functions and delegated authorities of the Principal are carried out with due regard to any relevant provisions of the Financial Memorandum with Fundable Bodies in the College Sector.
- II. After a period of four weeks' unplanned continuous absence of the Principal, the Board shall designate a Vice Principal as the accountable officer for the duration of the Principal's absence, ensuring that the Scottish Funding Council is advised of such absence at the earliest opportunity.

4.10.7 Delegation to the Board Governance Professional

The Board Governance Professional has delegated authority to:

- I. administer, circulate, retain and publish as appropriate the records of all Board and Committee business.
- II. undertake appropriate actions to ensure that the Board is sufficiently informed of its obligations as defined in legislation, the terms and conditions of grant, the Scottish Public Finance Manual, the Code and the Standing Orders.
- III. administer staff elections to the Board and act as returning officer.
- IV. act as Standards Officer in accordance with Advice on the Role of a Standards Officer (issued by the Standards Commission for Scotland).
- V. in accordance with the Code, report any unresolved concerns about the governance of a body to the relevant funding body (i.e. the Scottish Funding Council)

4.10.8 Absence of the Board Governance Professional

In the absence of the Board Governance Professional, the Board shall agree temporary arrangements that can be put in place either by appointing a staff member to fulfil the delegated functions, or by making such other arrangements as may be required.

4.10.9 Previous Schemes

This Scheme of Delegation replaces any versions previously approved by the Board.

Section 5: Standing Orders – Board of Management Code of Conduct: approved by the Board of Management, June 2022

CODE OF CONDUCT FOR MEMBERS OF THE BOARD OF MANAGEMENT OF AYRSHIRE COLLEGE

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ANNEXES

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SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

1.1 This Code has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the “Act”\)](#).

1.2 The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

1.3 The Code has been developed in line with the nine key principles of public life in Scotland. The principles are listed in [Section 2](#) and set out how the provisions of the Code should be interpreted and applied in practice.

My Responsibilities

1.4 I understand that the public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.

1.5 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all situations and at all times where I am acting as a board member of my public body, have referred to myself as a board member or could objectively be considered to be acting as a board member.

1.6 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all my dealings with the public, employees and fellow board members, whether formal or informal.

1.7 I understand that it is my personal responsibility to be familiar with the provisions of this Code and that I must also comply with the law and my public body’s rules, standing orders and regulations. I will also ensure that I am familiar with any guidance or advice notes issued by the Standards Commission for Scotland (“Standards Commission”) and my public body, and endeavour to take part in any training offered on the Code.

1.8 I will not, at any time, advocate or encourage any action contrary to this Code.

1.9 I understand that no written information, whether in the Code itself or the associated Guidance or Advice Notes issued by the Standards Commission, can provide for all circumstances. If I am uncertain about how the Code applies, I will seek advice from the Standards Officer of my public body, failing whom the Chair or Chief Executive of my public body. I note that I may also choose to seek external legal advice on how to interpret the provisions of the Code.

Enforcement

1.10 [Part 2 of the Act](#) sets out the provisions for dealing with alleged breaches of the Code, including the sanctions that can be applied if the Standards Commission finds that there has been a breach of the Code. More information on how complaints are dealt with and the sanctions available can be found at [Annex A](#).

SECTION 2: KEY PRINCIPLES OF THE MODEL CODE OF CONDUCT

2.1 The Code has been based on the following key principles of public life. I will behave in accordance with these principles and understand that they should be used for guidance and interpreting the provisions in the Code.

2.2 I note that a breach of one or more of the key principles does not in itself amount to a breach of the Code. I note that, for a breach of the Code to be found, there must also be a contravention of one or more of the provisions in sections 3 to 6 inclusive of the Code.

The key principles are:

Duty

I have a duty to uphold the law and act in accordance with the law and the public trust placed in me. I have a duty to act in the interests of the public body of which I am a member and in accordance with the core functions and duties of that body.

Selflessness

I have a duty to take decisions solely in terms of public interest. I must not act in order to gain financial or other material benefit for myself, family or friends.

Integrity

I must not place myself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence me in the performance of my duties.

Objectivity

I must make decisions solely on merit and in a way that is consistent with the functions of my public body when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

I am accountable to the public for my decisions and actions. I have a duty to consider issues on their merits, taking account of the views of others and I must ensure that my public body uses its resources prudently and in accordance with the law.

Openness

I have a duty to be as open as possible about my decisions and actions, giving reasons for my decisions and restricting information only when the wider public interest clearly demands.

Honesty

I have a duty to act honestly. I must declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

I have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of my public body and its members in conducting public business.

Respect

I must respect all other board members and all employees of my public body and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a board member.

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SECTION 3: GENERAL CONDUCT

Respect and Courtesy

3.1 I will treat everyone with courtesy and respect. This includes in person, in writing, at meetings, when I am online and when I am using social media.

3.2 I will not discriminate unlawfully on the basis of race, age, sex, sexual orientation, gender reassignment, disability, religion or belief, marital status or pregnancy/maternity; I will advance equality of opportunity and seek to foster good relations between different people.

3.3 I will not engage in any conduct that could amount to bullying or harassment (which includes sexual harassment). I accept that such conduct is completely unacceptable and will be considered to be a breach of this Code.

3.4 I accept that disrespect, bullying and harassment can be:

- a) a one-off incident,
- b) part of a cumulative course of conduct; or
- c) a pattern of behaviour.

3.5 I understand that how, and in what context, I exhibit certain behaviours can be as important as what I communicate, given that disrespect, bullying and harassment can be physical, verbal and non-verbal conduct.

3.6 I accept that it is my responsibility to understand what constitutes bullying and harassment and I will utilise resources, including the Standards Commission's guidance and advice notes, my public body's policies and training material (where appropriate) to ensure that my knowledge and understanding is up to date.

3.7 Except where it is written into my role as Board member, and / or at the invitation of the Chief Executive, I will not become involved in operational management of my public body. I acknowledge and understand that operational management is the responsibility of the Chief Executive and Executive Team.

3.8 I will not undermine any individual employee or group of employees, or raise concerns about their performance, conduct or capability in public. I will raise any concerns I have on such matters in private with senior management as appropriate.

3.9 I will not take, or seek to take, unfair advantage of my position in my dealings with employees of my public body or bring any undue influence to bear on employees to take a certain action. I will not ask or direct employees to do something which I know, or should reasonably know, could compromise them or prevent them from undertaking their duties properly and appropriately.

3.10 I will respect and comply with rulings from the Chair during meetings of:

- a) my public body, its committees; and
- b) any outside organisations that I have been appointed or nominated to by my public body or on which I represent my public body.

3.11 I will respect the principle of collective decision-making and corporate responsibility. This means that once the Board has made a decision, I will support that decision, even if I did not agree with it or vote for it.

Remuneration, Allowances and Expenses

3.12 I will comply with the rules, and the policies of my public body, on the payment of remuneration, allowances and expenses.

Gifts and Hospitality

3.13 I understand that I may be offered gifts (including money raised via crowdfunding or sponsorship), hospitality, material benefits or services ("gift or hospitality") that may be reasonably regarded by a member of the public with knowledge of the relevant facts as placing me under an improper obligation or being capable of influencing my judgement.

3.14 I will never **ask for** or **seek** any gift or hospitality.

3.15 I will refuse any gift or hospitality, unless it is:

- a) a minor item or token of modest intrinsic value offered on an infrequent basis;
- b) a gift being offered to my public body;
- c) hospitality which would reasonably be associated with my duties as a board member; or
- d) hospitality which has been approved in advance by my public body.

3.16 I will consider whether there could be a reasonable perception that any gift or hospitality received by a person or body connected to me could or would influence my judgement.

3.17 I will not allow the promise of money or other financial advantage to induce me to act improperly in my role as a board member. I accept that the money or advantage (including any gift or hospitality) does not have to be given to me directly. The offer of monies or advantages to others, including community groups, may amount to bribery, if the intention is to induce me to improperly perform a function.

3.18 I will never accept any gift or hospitality from any individual or applicant who is awaiting a decision from, or seeking to do business with, my public body.

3.19 If I consider that declining an offer of a gift would cause offence, I will accept it and hand it over to my public body at the earliest possible opportunity and ask for it to be registered.

3.20 I will promptly advise my public body's Standards Officer if I am offered (but refuse) any gift or hospitality of any significant value and / or if I am offered any gift or hospitality from the same source on a repeated basis, so that my public body can monitor this.

3.21 I will familiarise myself with the terms of the [Bribery Act 2010](#), which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality

3.22 I will not disclose confidential information or information which should reasonably be regarded as being of a confidential or private nature, without the express consent of a person or body authorised to give such consent, or unless required to do so by law. I note that if I cannot obtain such express consent, I should assume it is not given.

3.23 I accept that confidential information can include discussions, documents, and information which is not yet public or never intended to be public, and information deemed confidential by statute.

3.24 I will only use confidential information to undertake my duties as a board member. I will not use it in any way for personal advantage or to discredit my public body (even if my personal view is that the information should be publicly available).

3.25 I note that these confidentiality requirements do not apply to protected whistleblowing disclosures made to the prescribed persons and bodies as identified in statute.

Use of Public Body Resources

3.26 I will only use my public body's resources, including employee assistance, facilities, stationery and IT equipment, for carrying out duties on behalf of the public body, in accordance with its relevant policies.

3.27 I will not use, or in any way enable others to use, my public body's resources:

- a) imprudently (without thinking about the implications or consequences);
- b) unlawfully;
- c) for any political activities or matters relating to these; or
- d) improperly.

Dealing with my Public Body and Preferential Treatment

3.28 I will not use, or attempt to use, my position or influence as a board member to:

- a) improperly confer on or secure for myself, or others, an advantage;
- b) avoid a disadvantage for myself, or create a disadvantage for others or
- c) improperly seek preferential treatment or access for myself or others.

3.29 I will avoid any action which could lead members of the public to believe that preferential treatment or access is being sought.

3.30 I will advise employees of any connection, as defined at [Section 5](#), I may have to a matter, when seeking information or advice or responding to a request for information or advice from them.

Appointments to Outside Organisations

3.31 If I am appointed, or nominated by my public body, as a member of another body or organisation, I will abide by the rules of conduct and will act in the best interests of that body or organisation while acting as a member of it. I will also continue to observe the rules of this Code when carrying out the duties of that body or organisation.

3.32 I accept that if I am a director or trustee (or equivalent) of a company or a charity, I will be responsible for identifying, and taking advice on, any conflicts of interest that may arise between the company or charity and my public body.

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SECTION 4: REGISTRATION OF INTERESTS

4.1 The following paragraphs set out what I have to register when I am appointed and whenever my circumstances change. The register covers my current term of appointment.

4.2 I understand that regulations made by the Scottish Ministers describe the detail and timescale for registering interests; including a requirement that a board member must register their registrable interests within one month of becoming a board member, and register any changes to those interests within one month of those changes having occurred.

4.3 The interests which I am required to register are those set out in the following paragraphs. Other than as required by paragraph 4.23, I understand it is not necessary to register the interests of my spouse or cohabitee.

Category One: Remuneration

4.4 I will register any work for which I receive, or expect to receive, payment. I have a registrable interest where I receive remuneration by virtue of being:

- a) employed;
- b) self-employed;
- c) the holder of an office;
- d) a director of an undertaking;
- e) a partner in a firm;
- f) appointed or nominated by my public body to another body; or
- g) engaged in a trade, profession or vocation or any other work.

4.5 I understand that in relation to 4.4 above, the amount of remuneration does not require to be registered. I understand that any remuneration received as a board member of this specific public body does not have to be registered.

4.6 I understand that if a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under Category Two, "Other Roles".

4.7 I must register any allowances I receive in relation to membership of any organisation under Category One.

4.8 When registering employment as an employee, I must give the full name of the employer, the nature of its business, and the nature of the post I hold in the organisation.

4.9 When registering remuneration from the categories listed in paragraph 4.4 (b) to (g) above, I must provide the full name and give details of the nature of the business, organisation, undertaking, partnership or other body, as appropriate. I recognise that some other employments may be incompatible with my role as board member of my public body in terms of paragraph [6.7](#) of this Code.

4.10 Where I otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and how often it is undertaken.

4.11 When registering a directorship, it is necessary to provide the registered name and registered number of the undertaking in which the directorship is held and provide information about the nature of its business.

4.12 I understand that registration of a pension is not required as this falls outside the scope of the category.

Category Two: Other Roles

4.13 I will register any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.

4.14 I will register the registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.

Category Three: Contracts

4.15 I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in paragraph 4.19 below) have made a contract with my public body:

- a) under which goods or services are to be provided, or works are to be executed; and
- b) which has not been fully discharged.

4.16 I will register a description of the contract, including its duration, but excluding the value.

Category Four: Election Expenses

4.17 If I have been elected to my public body, then I will register a description of, and statement of, any assistance towards election expenses relating to election to my public body.

Category Five: Houses, Land and Buildings

4.18 I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of my public body.

4.19 I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to my public body and to the public, or could influence my actions, speeches or decision-making.

Category Six: Interest in Shares and Securities

4.20 I have a registerable interest where:

- a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or
- b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.

Category Seven: Gifts and Hospitality

4.21 I understand the requirements of paragraphs [3.13 to 3.21](#) regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.

Category Eight: Non-Financial Interests

4.22 I may also have other interests and I understand it is equally important that relevant interests such as membership or holding office in other public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in my public body (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by my public body).

Category Nine: Close Family Members

4.23 I will register the interests of any close family member who has transactions with my public body or is likely to have transactions or do business with it.

SECTION 5: DECLARATION OF INTERESTS

Stage 1: Connection

5.1 For each particular matter I am involved in as a board member, I will first consider whether I have a connection to that matter.

5.2 I understand that a connection is any link between the matter being considered and me, or a person or body I am associated with. This could be a family relationship or a social or professional contact.

5.3 A connection includes anything that I have registered as an interest.

5.4 A connection does not include being a member of a body to which I have been appointed or nominated by my public body as a representative of my public body, unless:

- a) The matter being considered by my public body is quasi-judicial or regulatory; or
- b) I have a personal conflict by reason of my actions, my connections or my legal obligations.

Stage 2: Interest

5.5 I understand my connection is an interest that requires to be declared where the objective test is met – that is where a member of the public with knowledge of the relevant facts would reasonably regard my connection to a particular matter as being so significant that it would be considered as being likely to influence the discussion or decision-making.

Stage 3: Participation

5.6 I will declare my interest as early as possible in meetings. I will not remain in the meeting nor participate in any way in those parts of meetings where I have declared an interest.

5.7 I will consider whether it is appropriate for transparency reasons to state publicly where I have a connection, which I do not consider amounts to an interest.

5.8 I note that I can apply to the Standards Commission and ask it to grant a dispensation to allow me to take part in the discussion and decision-making on a matter where I would otherwise have to declare an interest and withdraw (as a result of having a connection to the matter that would fall within the objective test). I note that such an application must be made in advance of any meetings where the dispensation is sought and that I cannot take part in any discussion or decision-making on the matter in question unless, and until, the application is granted.

5.9 I note that public confidence in a public body is damaged by the perception that decisions taken by that body are substantially influenced by factors other than the public interest. I will not accept a role or appointment if doing so means I will have to declare interests frequently at meetings in respect of my role as a board member. Similarly, if any appointment or nomination to another body would give rise to objective concern because of my existing personal involvement or affiliations, I will not accept the appointment or nomination.

SECTION 6: LOBBYING AND ACCESS

6.1 I understand that a wide range of people will seek access to me as a board member and will try to lobby me, including individuals, organisations and companies. I must distinguish between:

- a) any role I have in dealing with enquiries from the public;
- b) any community engagement where I am working with individuals and organisations to encourage their participation and involvement, and;
- c) lobbying, which is where I am approached by any individual or organisation who is seeking to influence me for financial gain or advantage, particularly those who are seeking to do business with my public body (for example contracts/procurement).

6.2 In deciding whether, and if so how, to respond to such lobbying, I will always have regard to the objective test, which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard my conduct as being likely to influence my, or my public body's, decision-making role.

6.3 I will not, in relation to contact with any person or organisation that lobbies, do anything which contravenes this Code or any other relevant rule of my public body or any statutory provision.

6.4 I will not, in relation to contact with any person or organisation that lobbies, act in any way which could bring discredit upon my public body.

6.5 If I have concerns about the approach or methods used by any person or organisation in their contacts with me, I will seek the guidance of the Chair, Chief Executive or Standards Officer of my public body.

6.6 The public must be assured that no person or organisation will gain better access to, or treatment by, me as a result of employing a company or individual to lobby on a fee basis on their behalf. I will not, therefore, offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which I accord any other person or organisation who lobbies or approaches me. I will ensure that those lobbying on a fee basis on behalf of clients are not given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming.

6.7 Before taking any action as a result of being lobbied, I will seek to satisfy myself about the identity of the person or organisation that is lobbying and the motive for lobbying. I understand I may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that I understand the basis on which I am being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code and the [Lobbying \(Scotland\) Act 2016](#).

6.8 I will not accept any paid work:

- a) which would involve me lobbying on behalf of any person or organisation or any clients of a person or organisation.
- b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence my public body and its members. This does not prohibit me from being remunerated for activity which may arise because of, or relate to, membership of my public body, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

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ANNEX A: BREACHES OF THE CODE

Introduction

1. [The Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#) (“the Act”) provided for a framework to encourage and, where necessary, enforce high ethical standards in public life.
2. The Act provided for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies, imposing on councils and relevant public bodies a duty to help their members comply with the relevant code.
3. The Act and the subsequent Scottish Parliamentary Commissions and Commissioners etc. Act 2010 established the [Standards Commission for Scotland](#) (“Standards Commission”) and the post of [Commissioner for Ethical Standards in Public Life in Scotland](#) (“ESC”).
4. The Standards Commission and ESC are separate and independent, each with distinct functions. Complaints of breaches of a public body’s Code of Conduct are investigated by the ESC and adjudicated upon by the Standards Commission.
5. The first Model Code of Conduct came into force in 2002. The Code has since been reviewed and re-issued in 2014. The 2021 Code has been issued by the Scottish Ministers following consultation, and with the approval of the Scottish Parliament, as required by the Act.

Investigation of Complaints

6. The ESC is responsible for investigating complaints about members of devolved public bodies. It is not, however, mandatory to report a complaint about a potential breach of the Code to the ESC. It may be more appropriate in some circumstances for attempts to be made to resolve the matter informally at a local level.
7. On conclusion of the investigation, the ESC will send a report to the Standards Commission.

Hearings

8. On receipt of a report from the ESC, the Standards Commission can choose to:
 - Do nothing;
 - Direct the ESC to carry out further investigations; or
 - Hold a Hearing.
9. Hearings are held (usually in public) to determine whether the member concerned has breached their public body’s Code of Conduct. The Hearing Panel comprises of three members of the Standards Commission. The ESC will present evidence and/or make submissions at the Hearing about the investigation and any conclusions as to whether the member has contravened the Code. The member is entitled to attend or be represented at the Hearing and can also present evidence and make submissions. Both parties can call witnesses. Once it has heard all the evidence and submissions, the Hearing Panel will make a determination about whether or not it is satisfied, on the balance of probabilities, that there has been a contravention of

the Code by the member. If the Hearing Panel decides that a member has breached their public body's Code, it is obliged to impose a sanction.

Sanctions

10. The sanctions that can be imposed following a finding of a breach of the Code are as follows:

- **Censure:** A censure is a formal record of the Standards Commission's severe and public disapproval of the member concerned.
- **Suspension:** This can be a full or partial suspension (for up to one year). A full suspension means that the member is suspended from attending all meetings of the public body. Partial suspension means that the member is suspended from attending some of the meetings of the public body. The Commission can direct that any remuneration or allowance the member receives as a result of their membership of the public body be reduced or not paid during a period of suspension.
- **Disqualification:** Disqualification means that the member is removed from membership of the body and disqualified (for a period not exceeding five years), from membership of the body. Where a member is also a member of another devolved public body (as defined in the Act), the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in section 19 of the Act.

Interim Suspensions

11. Section 21 of the Act provides the Standards Commission with the power to impose an interim suspension on a member on receipt of an interim report from the ESC about an ongoing investigation. In making a decision about whether or not to impose an interim suspension, a Panel comprising of three Members of the Standards Commission will review the interim report and any representations received from the member and will consider whether it is satisfied:

- That the further conduct of the ESC's investigation is likely to be prejudiced if such an action is not taken (for example if there are concerns that the member may try to interfere with evidence or witnesses); or
- That it is otherwise in the public interest to take such a measure. A policy outlining how the Standards Commission makes any decision under Section 21 and the procedures it will follow in doing so, should any such a report be received from the ESC can be found [here](#).

12. The decision to impose an interim suspension is not, and should not be seen as, a finding on the merits of any complaint or the validity of any allegations against a member of a devolved public body, nor should it be viewed as a disciplinary measure.

ANNEX B: DEFINITIONS

“Bullying” is inappropriate and unwelcome behaviour which is offensive and intimidating, and which makes an individual or group feel undermined, humiliated or insulted.

“Chair” includes Board Convener or any other individual discharging a similar function to that of a Chair or Convener under alternative decision-making structures.

“Code” is the code of conduct for members of your devolved public body, which is based on the Model Code of Conduct for members of devolved public bodies in Scotland.

“Cohabitee” includes any person who is living with you in a relationship similar to that of a partner, civil partner, or spouse.

“Confidential Information” includes:

- any information passed on to the public body by a Government department (even if it is not clearly marked as confidential) which does not allow the disclosure of that information to the public;
- information of which the law prohibits disclosure (under statute or by the order of a Court);
- any legal advice provided to the public body; or
- any other information which would reasonably be considered a breach of confidence should it be made public.

“Election expenses” means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.

“Employee” includes individuals employed:

- directly by the public body;
- as contractors by the public body, or
- by a contractor to work on the public body’s premises.

“Gifts” a gift can include any item or service received free of charge, or which may be offered or promised at a discounted rate or on terms not available to the general public. Gifts include benefits such as relief from indebtedness, loan concessions, or provision of property, services or facilities at a cost below that generally charged to members of the public. It can also include gifts received directly or gifts received by any company in which the recipient holds a controlling interest in, or by a partnership of which the recipient is a partner.

“Harassment” is any unwelcome behaviour or conduct which makes someone feel offended, humiliated, intimidated, frightened and / or uncomfortable. Harassment can be experienced directly or indirectly and can occur as an isolated incident or as a course of persistent behaviour.

“Hospitality” includes the offer or promise of food, drink, accommodation, entertainment or the opportunity to attend any cultural or sporting event on terms not available to the general public.

“Relevant Date” Where a board member had an interest in shares at the date on which the member was appointed as a member, the relevant date is – (a) that date; and (b) the 5 April immediately following that date and in each succeeding year, where the interest is retained on that 5 April.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

“Remuneration” includes any salary, wage, share of profits, fee, other monetary benefit or benefit in kind.

“Securities” a security is a certificate or other financial instrument that has monetary value and can be traded. Securities includes equity and debt securities, such as stocks bonds and debentures.

“Undertaking” means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.

Section 6: Standing Orders – Board of Management Register of Interests

6.1 Register of Interests

The Ayrshire College Code of Conduct for Board of Management members and the Ethical Standards in Public Life etc. (Scotland) Act 2000 require Board of Management members to declare any “registerable interests”.

This section provides proforma documents that require to be completed within one month of appointment to the Board. As a Board of Management member you must at all times ensure that any registerable interests that you have are registered and you must notify the College whenever your circumstances change in such a way as to require change or an addition to your entry in the Board of Management’s register. You can do this by completing another Register of Interests application and providing it to the Board Governance Professional, who is the responsible person for the Register of Interests at the College.

If you require additional space please attach additional sheets. Please sign and date at the bottom of the application.

It is a requirement that you review your Register of Interests every 12 months.

Please note that the Register of Interests is publicly accessible. The College is required to provide information to the public about where the Register of Interests can be accessed and must provide access to the Register of Interests to any member of the public on request. This information will also be published annually in the College annual Financial Statements and Report of the Board of Management. This information will be published on the College’s website.

This information will be held for five years after you cease to be a member of the Board of Management, as required by the Standards Commission for Scotland.

For further information about the categories of interest which must be registered, please refer to the Board of Management Code of Conduct, or you may contact the Board Governance Professional for further advice.

Ayrshire College Board of Management Register of Interests 2024-25

Board Member's Name:

.....

Signature:

.....

Date:

.....

Date of Appointment to Board:

.....

Category	Code Reference/ Further guidance	Summary Description	Declaration
Category One: Remuneration	Section 3.12 Section 4.4 – 4.12	<p>I will register any work for which I receive, or expect to receive, payment.</p> <p>I have a registrable interest where I receive remuneration by virtue of being:</p> <ul style="list-style-type: none"> a) employed; b) self-employed; c) the holder of an office; d) a director of an undertaking; e) a partner in a firm; f) appointed or nominated by my public body to another body; or g) engaged in a trade, profession or vocation or any other work. 	
Category Two: Other Roles	Section 4.13 - 4.14	<p>Any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.</p> <p>The registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.</p>	
Category Three: Contracts	Section 4.15 – 4.16	<p>I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in paragraph 4.19 of the Code) have made a contract with my public body:</p> <ul style="list-style-type: none"> a) under which goods or services are to be provided, or works are to be executed; and b) which has not been fully discharged. <p>I will register a description of the contract, including its duration, but excluding the value.</p>	

Category	Code Reference/ Further guidance	Summary Description	Declaration
Category Four: Election Expenses	Section 4.17	If I have been elected to my public body, then I will register a description of, and statement of, any assistance towards election expenses relating to election to my public body.	
Category Five: Houses, Land and Buildings	Section 4.18 – 4.19	<p>I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of my public body.</p> <p>I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, <i>the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to my public body and to the public, or could influence my actions, speeches or decision-making.</i></p>	
Category Six: Interest in Shares and Securities	Section 4.20	<p>I have a registerable interest where:</p> <p>a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or</p> <p>b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.</p>	

Category	Code Reference/ Further guidance	Summary Description	Declaration
Category Seven: Gifts and Hospitality	Section 3.13 – 3.21 Section 4.21	I understand the requirements of paragraphs 3.13 to 3.21 regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.	
Category Eight: Non-Financial Interests	Section 4.22	<p>I may also have other interests and I understand it is equally important that relevant interests such as membership or holding office in other public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described.</p> <p>In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in my public body (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by my public body).</p>	
Category Nine: Close Family Members	Section 4.23	I will register the interests of any close family member who has transactions with my public body or is likely to have transactions or do business with it.	

Section 7: Standing Orders – Staff Board Member Election Rules

For the Appointment of Teaching (Curriculum) and Service/Support (Non-Curriculum) Staff Members to the Board of Management of Ayrshire College

Election Rules

- 1 In accordance with Schedule 2 to the Further and Higher Education (Scotland) Act 1992 (“Schedule 2), the Board must include two members of staff. One shall be appointed by being elected by the teaching (“academic”) staff of the college from amongst their own number and the other shall be appointed by the non-teaching (“support”) staff of the college from amongst their own number.
- 2 Paragraph 3B(1) of Schedule 2 provides that such elections must be held in accordance with rules made by the Board.
- 3 Before making, varying or replacing these Election Rules, the Board must, as required under 3B of Schedule 2, consult the representatives of any trade union which the Board recognises as being, or which otherwise appears to the Board to be, representative of the academic/support staff of the College.
- 4 Having consulted relevant representatives as required under paragraphs 3(B)(2) and (3) of Schedule 2, these election rules have been made by the Board under paragraph 3(B)(1) of Schedule 2. These rules were made by the Board on (Date) and come into effect on (Date).
- 5 For the purposes of these election rules, staff groups are defined as follows:
 - **Teaching Staff (Curriculum)** – all staff (including Managers) who are on the academic staff payroll
 - **Service/Support Staff (Non- Curriculum)** – all staff (including Managers) who are on the support staff payroll
- 6 Appointments shall proceed as follows:
 - (a) The appointment shall be made by election administered by the Returning Officer (the Returning Officer shall normally be the Board Governance Professional. Where the Board Governance Professional is unavailable, the Board must appoint another staff member to act as Returning Officer).
 - (b) The Returning Officer shall communicate to staff any vacancies that arise and request nominations for membership from the Academic or Support Staff as relevant.

- (c) Such nominations must be received by the Returning Officer by the date specified in the communication, being not less than seven days from the date of the communication.
- (d) Each nomination must be signed by the nominee. ~~the proposer and one other person all being members of the academic or support staff as appropriate. Only academic members of staff may nominate the academic member and only support staff may nominate the support staff member.~~
- (e) If more than one nomination is received, the Returning Officer shall thereafter arrange for an election to be conducted using an appropriate electronic system and shall notify each member of the academic or support staff of the college as appropriate of the names of the nominees and the process to be followed.
- (f) The election shall be completed by the date and time specified in the notice issued by the Returning Officer being not less than seven days from the date of the issue of the notice of the election. Only academic members of staff may vote for the academic member and only support staff may vote for the support staff member. All staff members who are eligible to vote shall each be entitled to one vote.

7 The following rules shall be followed as regards counting votes:

- (a) The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.
- (b) The counting of votes shall take place within 24 hours of the time set for the close of the election and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.
- (c) The nominee receiving the most votes shall be declared elected.
- (d) In the event of a tie the election shall be decided by the drawing of cards or lots amongst the nominees with the most number of votes.
- (e) In the event of elections for academic and support staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.
- (f) The Returning Officer may use such staff of the College as may be necessary to assist in the counting of votes.
- (g) The names of the persons elected shall be reported to the next meeting of the Board after the election, and announced to all staff.

The “counting of votes” may be a physical count of ballot papers where a paper system has been used, or the opening of an electronic report where an electronic voting system has been used.

- 8 The following rules shall apply in the event of a vacancy arising in respect of the appointment for a staff member:
- (a) In the event of an election requiring to be held because of the expiry of the term of office of the respective members of the Board the procedures set out above shall be completed no later than four weeks prior to the date of expiry.
 - (b) In the event of an election requiring to be held because of a resignation or death of the respective members of the Board the procedures set out shall be completed no later than eight weeks after the vacancy occurs. The eight weeks excludes College vacation periods to ensure that all staff have the opportunity to participate.

Appointment of Teaching (Curriculum) and Service/Support (Non-Curriculum) Staff Members to the Board of Management of Ayrshire College

Sample Advertisement

As you may be aware, membership of the College Board of Management includes two places for College staff members (one curriculum and one support). The position of **[teaching / service/support]** member will become vacant on **[date]**. The Board has a strong commitment to equality and diversity and particularly welcomes Board members from those groups under-represented on Scotland's public bodies.

Staff members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Staff members are **not** there as "representatives" of the staff, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Nominations are sought to fill the current vacancy. Nominations must come from current members of **[teaching / service/support]** staff. Each nomination will require a proposer and seconder, both also current members of **[teaching / service/support]** staff. The nominee must also prepare a support statement, which should give a brief outline of why they should be elected to the Board. This will be used in the event of an election being required.

Where only one nomination is received, that nominee will automatically be elected to the Board. Where more than one nomination is received, an election by electronic secret ballot will take place and the nominee receiving the most votes shall become elected to the Board. In the event of a tie the nominee shall be determined by the drawing of cards or lots.

The term of appointment shall be for a period of four years.

Information about the role and on the role of a Board member is available from the Board Governance Professional.

Nomination forms can be found

Should you require any additional information or have any queries, the Board Governance Professional would be happy to meet with you:

**Board Governance Professional
Board of Management**

Appointment of Teaching (Curriculum) and Service/Support (Non-Curriculum) Staff Members to the Board of Management of Ayrshire College

Sample Nomination Form

We, the undersigned, wish to nominate:

Name:

Department:

For election as the **[teaching / service/support]** staff member of the Board of Management. Our nominee has agreed to stand for election, and has provided a supporting statement overleaf.

PROPOSER

Name:

Signed:

Department:

Date:

SECONDER

Name:

Signed:

Department:

Date:

Notes

- All proposers, seconders and nominees must be eligible to stand for election as the **[teaching / service/support]** staff member on the Board of Governors.
- Proposers can only propose one person and cannot be a nominee or seconder.
- Seconders can only second the nomination of one person and cannot themselves be a nominee or proposer,
- Nominees cannot act as a proposer or seconder to any other nominee.
- Proposers, seconders and nominees shall be entitled to one vote in the event that an election is required.
- Return Form to: **[insert name and address]** by **[insert date and time]**. Late returns shall not be accepted.

Nominee's Supporting Statement
(Maximum 150 Words)

I accept the nomination to stand for election as the ***[teaching / service/support]*** staff member of the Ayrshire College Board of Management.

Name:

Signed:

Department:

Date:

Section 8: Standing Orders: Board Members' Letter of Appointment and Terms & Conditions

TEACHING STAFF (REGIONAL COLLEGE)

Date

Name & Address

Dear

Board of Management of [name of college]

I am pleased to confirm your appointment to the Board further to your election by the teaching staff of the College in accordance with the Further and Higher Education (Scotland) Act 1992 ("the 1992 Act").

[Optional paragraph for college to add welcome].

The period of your appointment will be for four years from [date] to [date], subject to the provisions of the 1992 Act and to the Terms and Conditions appended to this letter.

As a Board Member, you will have a vital role to play in leading the College, setting its strategy and values and ensuring that effective management and controls are in place to meet its core educational purpose and statutory obligations.

Staff members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Staff members are not there as 'representatives' of the staff, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Board members are expected to attend meetings regularly and are normally also invited to join at least one Board Committee. This brings with it a time commitment which is expected to be a minimum of [number] days per annum.

I should be grateful if you would confirm your acceptance of the appended Terms and Conditions by signing and dating the attached copy of this letter, and returning this to the Board Governance Professional at the following address:

[address]

Please also complete the Register of Interests form which is enclosed and return this to me as soon as possible.

As a member of the Board, you must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme. Please advise if you already have disclosure through this scheme or if this is the first time you have applied, as the form you are required to complete is different depending on your current status with the scheme.

Once I have received confirmation of your acceptance, you will be provided with an induction pack, and I will arrange induction meetings for you with the [Chair, Principal, Board Governance Professional etc.

In the meantime, if you have any queries or require any further information please do not hesitate to contact me.

I look forward to meeting you again.

Yours sincerely

[Name]
Regional Chair

.....

I accept appointment to the office of member of the Board of Management of **[name of college]** on the terms and conditions set out below.

Signature:

.....

Date:

.....

Full name (in block capitals):

.....

[name of college] Board of Management

Terms and Conditions of Office for Teaching Staff Board Members

- 1) As a Member you are one of a number of office holders that constitute the Board. Decisions of the Board are collective decisions. The Board is accountable to the Scottish Funding Council (SFC) for its decisions and actions in relation to any funding it receives from the SFC. You are not a servant or agent of the Crown or a civil servant and do not have any status, immunity or privilege of the Crown.
- 2) You are individually accountable to the Board for your actions and decisions of office.
- 3) Any information which you receive or obtain as a member of the Board shall be treated as confidential, and shall be held and treated in accordance with the College's Code of Conduct for Board members.
- 4) You will provide active and effective leadership, direction, support and guidance to ensure that the Board delivers, and is committed to delivering, its functions effectively and efficiently. The main functions of the Board (including its powers and duties) are as set out in the Further and Higher Education (Scotland) Act 1992 ("the 1992 Act") and the Further and Higher Education (Scotland) Act 2005, as amended (the "2005 Act").
- 5) Your main duties as a board member are as set out in the Guide for Board Members in the College Sector⁴. Any individual objectives applying to your office will be agreed with you.

⁴ Links to referenced documents are provided at the end of these Terms and Conditions.

- 6) [The Board maintains governors', directors' and officers' liability insurance in respect of its members and employees. The insurance policy covers legal claims made against members of the Board in their capacity as Board members.] As a member of the Board you will comply with any and all requirements of any insurance policy which the Board maintains in respect of liability accruing to its officers, directors and members. Failure to comply with the requirements of any such insurance policy may result in insurance cover being withdrawn or otherwise made unavailable.
- 7) You must undertake induction when taking up this appointment, including participation in the College Development Network's induction programme for board members and any training required in relation to your committee membership. Thereafter, you must undertake appropriate ongoing training and development in respect of your governance role.
- 8) You must seek to ensure that the Board complies with all legislative and other requirements, including compliance with the SFC Financial Memorandum with the College Sector, the Board's Outcome Agreement with the SFC, the Scottish Public Finance Manual (where appropriate) and the Code of Good Governance for Scotland's Colleges; and has regard to Ministerial guidance on appointments.
- 9) The College is a registered charity and along with the other Board members you are subject to the general duties of charity trustees set out in section 66 of the Charities and Trustee Investment (Scotland) Act 2005.
- 10) You must comply with the Board's Code of Conduct for Members, adopted under the Ethical Standards in Public Life etc. (Scotland) Act 2000.
- 11) You are not entitled to receive remuneration as a board member.
- 12) You are entitled to be reimbursed by the Board for expenses as the Board may determine⁵ to be necessary or expedient for the proper discharge of your functions, being mindful of appropriate expenditure limits and the need to ensure value for public money.
- 13) You are entitled, in performing your functions, to receive from the Board such allowances as the Board may determine.
- 14) As a member of the Board you will be subject to appraisal of your performance, conducted at least annually, normally by the chair of the Board. Your performance will be appraised against (a) the role of board members set out in Guide for Board Members in the College Sector (b) any individual objectives applying to your office, as agreed with you, and (c) the extent to which you contribute to ensuring that the Board as a whole delivers its functions effectively and efficiently, in accordance with its vision, strategic direction, educational character, values and ethos. Your appraisal reports may be used by the Board

⁵ Both expenses and allowances are calculated by reference to such criteria as the Scottish Ministers may determine in accordance with section 12(5) of the 1992 Act.

and the Scottish Ministers in assessing your suitability for extension or re-appointment.

- 15) You will be removed from office by the Board (by giving notice to you in writing) in the circumstances set out in paragraph 5B(1) of Schedule 2 to the 1992 Act.
- 16) Where it appears to the Scottish Ministers that there has been Board failure by the Board of managing the College in terms of section 24(1) of the 1992 Act, you may be removed from office by the Scottish Ministers by order under section 24(2) of the 1992 Act.
- 17) You will be removed from office by the Scottish Ministers under paragraph 5B(3) of Schedule 2 to the 1992 Act (by giving you notice in writing), if you have been removed from office under section 24 of the 1992 Act or under section 23Q of the 2005 Act.
- 18) Where you cease to be a member of the teaching staff at the College prior to the end of your period of appointment as a member of the Board, you will be deemed to have vacated office.
- 19) You must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme.
- 20) You will hold office for the period set out in your letter of appointment or to such earlier date if you are removed or resign from office. You may resign at any time by giving notice in writing to the Board.
- 21) The Board may, by giving you one month's written notice, change these terms and conditions as necessary or expedient (or as agreed with you), but not the period of office.
- 22) At the end of your current period of office, your reappointment is subject to a further election in which all teaching staff of the college will be eligible to vote.

NON-TEACHING STAFF (REGIONAL COLLEGE)

Date

Name & Address

Dear

Board of Management of [name of college]

I am pleased to confirm your appointment to the Board further to your election by the non-teaching staff of the College in accordance with the Further and Higher Education (Scotland) Act 1992 ("the 1992 Act").

[Optional paragraph for college to add welcome].

The period of your appointment will be for four years from [date] to [date] (inclusive) subject to the provisions of the 1992 Act and to the Terms and Conditions appended to this letter.

As a Board Member, you will have a vital role to play in leading the College, setting its strategy and values and ensuring that effective management and controls are in place to meet its core educational purpose and statutory obligations.

Staff members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Staff members are not there as 'representatives' of the staff, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Board members are expected to attend meetings regularly and are normally also invited to join at least one Board Committee. This brings with it a time commitment which is expected to be a minimum of [number] days per annum.

I should be grateful if you would confirm your acceptance of the appended Terms and Conditions by signing and dating the attached copy of this letter, and returning this to the Board Governance Professional at the following address:

[address]

Please also complete the Register of Interests form which is enclosed and return this to me as soon as possible.

As a member of the Board, you must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme. Please advise if you already have disclosure through this scheme or if this is the first time you have applied, as the form you are required to complete is different depending on your current status with the scheme.

Once I have received confirmation of your acceptance, you will be provided with an induction pack, and I will arrange induction meetings for you with the [Chair, Principal, and Board Governance Professional, etc. as appropriate].

In the meantime, if you have any queries or require any further information please do not hesitate to contact me.

I look forward to meeting you again.

Yours sincerely

[Name]
Regional Chair

.....
I accept appointment to the office of member of the Board of Management of [name of college] on the terms and conditions set out below.

Signature:

.....

Date:

.....

Full name (in block capitals):

.....

[name of college] Board of Management

Terms and Conditions of Office for Non-Teaching Staff Board Members

- 1) As a Member you are one of a number of office holders that constitute the Board. Decisions of the Board are collective decisions. The Board is accountable to the Scottish Funding Council (SFC) for its decisions and actions in relation to any funding it receives from the SFC. You are not a servant or agent of the Crown or a civil servant, and do not have any status, immunity or privilege of the Crown.
- 2) You are individually accountable to the Board for your actions and decisions of office.
- 3) Any information which you receive or obtain as a member of the Board shall be treated as confidential, and shall be held and treated in accordance with the College's Code of Conduct for Board members.
- 4) You will provide active and effective leadership, direction, support and guidance to ensure that the Board delivers, and is committed to delivering, its functions effectively and efficiently. The main functions of the Board (including its powers and duties) are as set out in the Further and Higher Education (Scotland) Act 1992 ("the 1992 Act") and the Further and Higher Education (Scotland) Act 2005, as amended (the "2005 Act").

- 5) Your main duties as a board member are as set out in the Guide for Board Members in the College Sector⁶. Any individual objectives applying to your office will be agreed with you.
- 6) [The Board maintains governors', directors' and officers' liability insurance in respect of its members and employees. The insurance policy covers legal claims made against members of the Board in their capacity as Board members.] As a member of the Board you will comply with any and all requirements of any insurance policy which the Board maintains in respect of liability accruing to its officers, directors and members. Failure to comply with the requirements of any such insurance policy may result in insurance cover being withdrawn or otherwise made unavailable.
- 7) You must undertake induction when taking up this appointment, including participation in the College Development Network's induction programme for board members and any training required in relation to your committee membership. Thereafter, you must undertake appropriate ongoing training and development in respect of your governance role.
- 8) You must seek to ensure that the Board complies with all legislative and other requirements, including compliance with the SFC Financial Memorandum with the College Sector, the Board's Outcome Agreement with the SFC, the Scottish Public Finance Manual (where appropriate) and the Code of Good Governance for Scotland's Colleges; and has regard to Ministerial guidance on appointments.
- 9) The College is a registered charity and along with the other Board members you are subject to the general duties of charity trustees set out in section 66 of the Charities and Trustee Investment (Scotland) Act 2005.
- 10) You must comply with the Board's Code of Conduct for Members, adopted under the Ethical Standards in Public Life etc. (Scotland) Act 2000.
- 11) You are not entitled to receive remuneration as a board member.
- 12) You are entitled to be reimbursed by the Board for expenses as the Board may determine⁷ to be necessary or expedient for the proper discharge of your functions, being mindful of appropriate expenditure limits and the need to ensure value for public money.
- 13) You are entitled, in performing your functions, to receive from the Board such allowances as the Board may determine.
- 14) As a member of the Board you will be subject to appraisal of your performance, conducted at least annually, normally by the chair of the Board. Your performance will be appraised against (a) the role of board members set out in

⁶ Links to referenced documents are provided at the end of these Terms and Conditions.

⁷ Both expenses and allowances are calculated by reference to such criteria as the Scottish Ministers may determine in accordance with section 12(5) of the 1992 Act.

Guide for Board Members in the College Sector (b) any individual objectives applying to your office, as agreed with you, and (c) the extent to which you contribute to ensuring that the Board as a whole delivers its functions effectively and efficiently, in accordance with its vision, strategic direction, educational character, values and ethos. Your appraisal reports may be used by the Board and the Scottish Ministers in assessing your suitability for extension or re-appointment.

- 15) You will be removed from office by the Board (by giving notice to you in writing) in the circumstances set out in paragraph 5B(1) of Schedule 2 to the 1992 Act.
- 16) Where it appears to the Scottish Ministers that there has been Board failure by the Board of managing the College in terms of section 24(1) of the 1992 Act, you may be removed from office by the Scottish Ministers by order under section 24(2) of the 1992 Act.
- 17) You will be removed from office by the Scottish Ministers under paragraph 5B(3) of Schedule 2 to the 1992 Act (by giving you notice in writing), if you have been removed from office under section 24 of the 1992 Act or under section 23Q of the 2005 Act.
- 18) Where you cease to be a member of the non-teaching staff at the College prior to the end of your period of appointment as a member of the Board, you will be deemed to have vacated office.
- 19) You must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme.
- 20) You will hold office for the period set out in your letter of appointment or to such earlier date if you are removed or resign from office. You may resign at any time by giving notice in writing to the Board.
- 21) The Board may, by giving you one month's written notice, change these terms and conditions as necessary or expedient (or as agreed with you), but not the period of office.
- 22) At the end of your current period of office, your reappointment is subject to a further election in which all non-teaching staff of the college will be eligible to vote.

STUDENT (REGIONAL COLLEGE)

Date

Name & Address

Dear

Board of Management of [name of college]

I am pleased to confirm your appointment to the Board further to your nomination by the Students' Association in accordance with the Further and Higher Education (Scotland) Act 1992 ("the 1992 Act") and the Education Act 1994.

[optional paragraph for college to add welcome].

The period of your appointment will be for one year from 1 September [insert year], subject to the provisions of the 1992 Act and to the Terms and Conditions appended to this letter.

As a Board Member, you will have a vital role to play in leading the College, setting its strategy and values and ensuring that effective management and controls are in place to meet its core educational purpose and statutory obligations.

Student members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Student members are not there as 'representatives' of the student body; they are there to bring their knowledge, expertise and a student perspective to Board meetings, processes and decision-making.

Board members are expected to attend meetings regularly and are normally also invited to join at least one Board Committee. This brings with it a time commitment which is expected to be a minimum of [number] days per annum.

I should be grateful if you would confirm your acceptance of the appended Terms and Conditions by signing and dating the attached copy of this letter, and returning this to the Board Governance Professional at the following address:

[address]

Please also complete the Register of Interests form which is enclosed and return this to me as soon as possible.

As a member of the Board, you must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme. Please advise if you already have disclosure through this scheme or if this is the first time you have applied, as the form you are required to complete is different depending on your current status with the scheme.

Once I have received confirmation of your acceptance, you will be provided with an induction pack, and I will arrange induction meetings for you with the [Chair, Principal, and Board Governance Professional, etc. as appropriate].

In the meantime, if you have any queries or require any further information please do not hesitate to contact me.

I look forward to meeting you again.

Yours sincerely

[Name]
Regional Chair

.....

I accept appointment to the office of member of the Board of Management of [name of college] on the terms and conditions set out below.

Signature:

.....

Date:

.....

Full name (in block capitals):

.....

[name of college] Board of Management

Terms and Conditions of Office for Student Board Members

- 1) As a Member you are one of a number of office holders that constitute the Board. Decisions of the Board are collective decisions. The Board is accountable to Scottish Funding Council (SFC) for its decisions and actions in relation to any funding it receives from the SFC. You are not a servant or agent of the Crown or a civil servant, and do not have any status, immunity or privilege of the Crown.
- 2) You are individually accountable to the Board for your actions and decisions of office.
- 3) Any information which you receive or obtain as a member of the Board shall be treated as confidential, and shall be held and treated in accordance with the College's Code of Conduct for Board members.
- 4) You will provide active and effective leadership, direction, support and guidance to ensure that the Board delivers, and is committed to delivering, its functions effectively and efficiently. The main functions of the Board (including its powers and duties) are as set out in the Further and Higher Education (Scotland) Act ("the 1992 Act") and the Further and Higher Education (Scotland) Act 2005, as amended (the "2005 Act").

- 5) Your main duties as a board member are as set out in the Guide for Board Members in the College Sector⁸. Any individual objectives applying to your office will be agreed with you.
- 6) [The Board maintains governors', directors' and officers' liability insurance in respect of its members and employees. The insurance policy covers legal claims made against members of the Board in their capacity as Board members.] As a member of the Board you will comply with any and all requirements of any insurance policy which the Board maintains in respect of liability accruing to its officers, directors and members. Failure to comply with the requirements of any such insurance policy may result in insurance cover being withdrawn or otherwise made unavailable.
- 7) You must undertake induction when taking up this appointment, including participation in the College Development Network's induction programme for board members and any training required in relation to your committee membership. Thereafter, you must undertake appropriate ongoing training and development in respect of your governance role.
- 8) You must seek to ensure that the Board complies with all legislative and other requirements, including compliance with the SFC Financial Memorandum with the College Sector, the Board's Outcome Agreement with the SFC, the Scottish Public Finance Manual (where appropriate) and the Code of Good Governance for Scotland's Colleges; and has regard to Ministerial guidance on appointments.
- 9) The College is a registered charity and along with the other Board members you are subject to the general duties of charity trustees set out in section 66 of the Charities and Trustee Investment (Scotland) Act 2005.
- 10) You must comply with the Board's Code of Conduct for Members, adopted under the Ethical Standards in Public Life etc. (Scotland) Act 2000.
- 11) You are not entitled to receive remuneration as a board member.
- 12) You are entitled to be reimbursed by the Board for expenses as the Board may determine⁹ to be necessary or expedient for the proper discharge of your functions, being mindful of appropriate expenditure limits and the need to ensure value for public money.
- 13) You are entitled, in performing your functions, to receive from the Board such allowances as the Board may determine.
- 14) As a member of the Board you will be subject to appraisal of your performance, conducted at least annually, normally by the chair of the Board. Your performance will be appraised against (a) the role of board members set out in

⁸ Links to referenced documents are provided at the end of these Terms and Conditions.

⁹ Both expenses and allowances are calculated by reference to such criteria as the Scottish Ministers may determine in accordance with section 12(5) of the 1992 Act.

Guide for Board Members in the College Sector (b) any individual objectives applying to your office, as agreed with you, and (c) the extent to which you contribute to ensuring that the Board as a whole delivers its functions effectively and efficiently, in accordance with its vision, strategic direction, educational character, values and ethos. Your appraisal reports may be used by the Board and the Scottish Ministers in assessing your suitability for extension or re-appointment.

- 15) You will be removed from office by the Board (by giving notice to you in writing) in the circumstances set out in paragraph 5B(1) of Schedule 2 to the 1992 Act.
- 16) Where it appears to the Scottish Ministers that there has been Board failure by the Board of managing the College in terms of section 24(1) of the 1992 Act, you may be removed from office by the Scottish Ministers by order under section 24(2) of the 1992 Act.
- 17) You will be removed from office by the Scottish Ministers under paragraph 5B(3) of Schedule 2 to the 1992 Act (by giving you notice in writing), if you have been removed from office under section 24 of the 1992 Act or under section 23Q of the 2005 Act.
- 18) Where you cease to be a student of the College prior to the end of your period of appointment as a member of the Board, you will be deemed to have vacated office.
- 19) You must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme.
- 20) You will hold office for the period set out in your letter of appointment or to such earlier date if you are removed or resign from office. You may resign at any time by giving notice in writing to the Board.
- 21) The Board may, by giving you one month's written notice, change these terms and conditions as necessary or expedient (or as agreed with you), but not the period of office.
- 22) At the end of your current period of office, your reappointment is subject to nomination by the Students' Association in accordance with the 1992 Act and Section 22 of the Education Act 1994.

NON-EXECUTIVE (REGIONAL COLLEGE)

Date

Name & Address

Dear

Board of Management of [name of college]

I am pleased to confirm your offer of appointment to the Board further to the approval of the Chair of the Board and Scottish Ministers, as required under the Further and Higher Education (Scotland) Act 1992, paragraph 3(2)(f) of Schedule 2, ("the 1992 Act").

[Optional paragraph for college to add a welcome].

The period of your appointment will be from [date] to [date] (inclusive), subject to the provisions of the 1992 Act and to the Terms and Conditions appended to this letter.

As a Board Member, you will have a vital role to play in leading the College, setting its strategy and values and ensuring that effective management and controls are in place to meet its core educational purpose and statutory obligations.

[College name] is a major employer in the region, and the Board works closely with staff and students, employers, the Scottish Government and its agencies, and other stakeholders throughout the region and beyond.

Board members are expected to attend meetings regularly, and are normally also invited to join at least one Board Committee. This brings with it a time commitment which is expected to be a minimum of [number] days per annum.

I should be grateful if you would confirm your acceptance of this offer of appointment to the Board on the appended Terms and Conditions by signing and dating the attached copy of this letter, and returning this to the Board Governance Professional at the following address:

[address]

Please also complete the Register of Interests form which is enclosed and return this to me as soon as possible.

As a member of the Board, you must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme. Please advise if you already have disclosure through this scheme or if this is the first time you have applied, as the form you are required to complete is different depending on your current status with the scheme.

Once I have received confirmation of your acceptance, you will be provided with an induction pack, and I will arrange induction meetings for you with the [Chair, Principal, and Board Governance Professional, etc. as appropriate].

In the meantime, if you have any queries or require any further information please do not hesitate to contact me.

I look forward to meeting you again.

Yours sincerely

[Name]
Regional Chair

.....
I accept appointment to the office of member of the Board of Management of [name of college] on the terms and conditions set out below.

Signature:

.....

Date:

.....

Full name (in block capitals):

.....

[name of college] Board of Management

Terms and Conditions of Office for Non-Executive Board Members

- 1) As a Member you are one of a number of office holders that constitute the Board. Decisions of the Board are collective decisions. The Board is accountable to the Scottish Funding Council (SFC) for its decisions and actions in relation to any funding it receives from the SFC. You are not a servant or agent of the Crown or a civil servant, and do not have any status, immunity or privilege of the Crown.
- 2) You are individually accountable to the Board for your actions and decisions of office.
- 3) Any information which you receive or obtain as a member of the Board shall be treated as confidential, and shall be held and treated in accordance with the College's Code of Conduct for Board members.
- 4) You will provide active and effective leadership, direction, support and guidance to ensure that the Board delivers, and is committed to delivering, its functions

effectively and efficiently. The main functions of the Board (including its powers and duties) are as set out in the Further and Higher Education (Scotland) Act 1992 (“the 1992 Act”) and the Further and Higher Education (Scotland) Act 2005, as amended (the “2005 Act”).

- 5) Your main duties as a board member are as set out in the Guide for Board Members in the College Sector¹⁰. Any individual objectives applying to your office will be agreed with you.
- 6) [The Board maintains governors’, directors’ and officers’ liability insurance in respect of its members and employees. The insurance policy covers legal claims made against members of the Board in their capacity as Board members.] As a member of the Board you will comply with any and all requirements of any insurance policy which the Board maintains in respect of liability accruing to its officers, directors and members. Failure to comply with the requirements of any such insurance policy may result in insurance cover being withdrawn or otherwise made unavailable.
- 7) You must undertake induction when taking up this appointment, including participation in the College Development Network’s induction programme for board members and any training required in relation to your committee membership. Thereafter, you must undertake appropriate ongoing training and development in respect of your governance role.
- 8) You must seek to ensure that the Board complies with all legislative and other requirements, including compliance with the SFC Financial Memorandum with the College Sector, the Board’s Outcome Agreement with the SFC, the Scottish Public Finance Manual (where appropriate) and the Code of Good Governance for Scotland’s Colleges; and has regard to Ministerial guidance on appointments.
- 9) The College is a registered charity and along with the other Board members you are subject to the general duties of charity trustees set out in section 66 of the Charities and Trustee Investment (Scotland) Act 2005.
- 10) You must comply with the Board’s Code of Conduct for Members, adopted under the Ethical Standards in Public Life etc. (Scotland) Act 2000.
- 11) You are not entitled to receive remuneration as a board member.
- 12) You are entitled to be reimbursed by the Board for expenses as the Board may determine¹¹ to be necessary or expedient for the proper discharge of your functions, being mindful of appropriate expenditure limits and the need to ensure value for public money.

¹⁰ Links to referenced documents are provided at the end of these Terms and Conditions.

¹¹ Both expenses and allowances are calculated by reference to such criteria as the Scottish Ministers may determine in accordance with section 12(5) of the 1992 Act.

- 13) You are entitled, in performing your functions, to receive from the Board such allowances as the Board may determine.
- 14) As a member of the Board you will be subject to appraisal of your performance, conducted at least annually, normally by the chair of the Board. Your performance will be appraised against (a) the role of board members set out in Guide for Board Members in the College Sector (b) any individual objectives applying to your office, as agreed with you, and (c) the extent to which you contribute to ensuring that the Board as a whole delivers its functions effectively and efficiently, in accordance with its vision, strategic direction, educational character, values and ethos. Your appraisal reports may be used by the Board and the Scottish Ministers in assessing your suitability for extension or re-appointment.
- 15) You will be removed from office by the Board (by giving notice to you in writing) in the circumstances set out in paragraph 5B(1) of Schedule 2 to the 1992 Act.
- 16) Where it appears to the Scottish Ministers that there has been Board failure by the Board of managing the College in terms of section 24(1) of the 1992 Act, you may be removed from office by the Scottish Ministers by order under section 24(2) of the 1992 Act.
- 17) You will be removed from office by the Scottish Ministers under paragraph 5B(3) of Schedule 2 to the 1992 Act (by giving you notice in writing), if you have been removed from office under section 24 of the 1992 Act or under section 23Q of the 2005 Act.
- 18) You must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme.
- 19) You will hold office for the period set out in your letter of appointment or to such earlier date if you are removed or resign from office. You may resign at any time by giving notice in writing to the Board.
- 20) The Board may, by giving you one month's written notice, change these terms and conditions as necessary or expedient (or as agreed with you), but not the period of office.
- 21) At the end of your current period of office, the Board may extend your appointment for a single period of up to four years. Any such extension will in part be conditional on evidence of satisfactory performance and will require the approval of the Chair of the Board and Scottish Ministers.

TRADE UNION NOMINATED TEACHING STAFF (REGIONAL COLLEGE)

Date

Name & Address

Dear

Board of Management of [name of college]

I am pleased to confirm your appointment to the Board further to your nomination by the teaching staff recognised trade unions of the College in accordance with the Further and Higher Education (Scotland) Act 1992 (“the 1992 Act”).

[Optional paragraph for college to add welcome].

The period of your appointment will be for four years from [date] to [date], subject to the provisions of the 1992 Act and to the Terms and Conditions appended to this letter.

As a Board Member, you will have a vital role to play in leading the College, setting its strategy and values and ensuring that effective management and controls are in place to meet its core educational purpose and statutory obligations.

Trade union nominated members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Trade union nominated members are not there as ‘representatives’ of the trade union, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Board members are expected to attend meetings regularly and are normally also invited to join at least one Board Committee. This brings with it a time commitment which is expected to be a minimum of [number] days per annum.

I should be grateful if you would confirm your acceptance of the appended Terms and Conditions by signing and dating the attached copy of this letter, and returning this to the Governance Professional at the following address:

[address]

Please also complete the Register of Interests form which is enclosed and return this to me as soon as possible.

As a member of the Board, you must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme. Please advise if you already have disclosure through this scheme or if this is the first time you have applied, as the form you are required to complete is different depending on your current status with the scheme.

Once I have received confirmation of your acceptance, you will be provided with an induction pack, and I will arrange induction meetings for you with the [Chair, Principal, Governance Professional etc.

In the meantime, if you have any queries or require any further information please do not hesitate to contact me.

I look forward to meeting you again.

Yours sincerely

[Name]
Regional Chair

.....

I accept appointment to the office of member of the Board of Management of [name of college] on the terms and conditions set out below.

Signature:

.....

Date:

.....

Full name (in block capitals):

.....

[name of college] Board of Management

Terms and Conditions of Office for Trade Union Nominated Teaching Staff Board Members

- 23) As a Member you are one of a number of office holders that constitute the Board. Decisions of the Board are collective decisions. The Board is accountable to the Scottish Funding Council (SFC) for its decisions and actions in relation to any funding it receives from the SFC. You are not a servant or agent of the Crown or a civil servant and do not have any status, immunity or privilege of the Crown.
- 24) You are individually accountable to the Board for your actions and decisions of office.
- 25) Any information which you receive or obtain as a member of the Board shall be treated as confidential, and shall be held and treated in accordance with the College's Code of Conduct for Board members.
- 26) You will provide active and effective leadership, direction, support and guidance to ensure that the Board delivers, and is committed to delivering, its functions

effectively and efficiently. The main functions of the Board (including its powers and duties) are as set out in the Further and Higher Education (Scotland) Act 1992 (“the 1992 Act”) and the Further and Higher Education (Scotland) Act 2005, as amended (the “2005 Act”).

- 27) Your main duties as a board member are as set out in the Guide for Board Members in the College Sector¹². Any individual objectives applying to your office will be agreed with you.
- 28) [The Board maintains governors’, directors’ and officers’ liability insurance in respect of its members and employees. The insurance policy covers legal claims made against members of the Board in their capacity as Board members.] As a member of the Board you will comply with any and all requirements of any insurance policy which the Board maintains in respect of liability accruing to its officers, directors and members. Failure to comply with the requirements of any such insurance policy may result in insurance cover being withdrawn or otherwise made unavailable.
- 29) You must undertake induction when taking up this appointment, including participation in the College Development Network’s induction programme for board members and any training required in relation to your committee membership. Thereafter, you must undertake appropriate ongoing training and development in respect of your governance role.
- 30) You must seek to ensure that the Board complies with all legislative and other requirements, including compliance with the SFC Financial Memorandum with the College Sector, the Board’s Outcome Agreement with the SFC, the Scottish Public Finance Manual (where appropriate) and the Code of Good Governance for Scotland’s Colleges; and has regard to Ministerial guidance on appointments.
- 31) The College is a registered charity and along with the other Board members you are subject to the general duties of charity trustees set out in section 66 of the Charities and Trustee Investment (Scotland) Act 2005.
- 32) You must comply with the Board’s Code of Conduct for Members, adopted under the Ethical Standards in Public Life etc. (Scotland) Act 2000.
- 33) You are not entitled to receive remuneration as a board member.
- 34) You are entitled to be reimbursed by the Board for expenses as the Board may determine¹³ to be necessary or expedient for the proper discharge of your functions, being mindful of appropriate expenditure limits and the need to ensure value for public money.

¹² Links to referenced documents are provided at the end of these Terms and Conditions.

¹³ Both expenses and allowances are calculated by reference to such criteria as the Scottish Ministers may determine in accordance with section 12(5) of the 1992 Act.

- 35) You are entitled, in performing your functions, to receive from the Board such allowances as the Board may determine.
- 36) As a member of the Board you will be subject to appraisal of your performance, conducted at least annually, normally by the chair of the Board. Your performance will be appraised against (a) the role of board members set out in Guide for Board Members in the College Sector (b) any individual objectives applying to your office, as agreed with you, and (c) the extent to which you contribute to ensuring that the Board as a whole delivers its functions effectively and efficiently, in accordance with its vision, strategic direction, educational character, values and ethos. Your appraisal reports may be used by the Board and the Scottish Ministers in assessing your suitability for extension or re-appointment.
- 37) You will be removed from office by the Board (by giving notice to you in writing) in the circumstances set out in paragraph 5B(1) of Schedule 2 to the 1992 Act.
- 38) Where it appears to the Scottish Ministers that there has been Board failure by the Board of managing the College in terms of section 24(1) of the 1992 Act, you may be removed from office by the Scottish Ministers by order under section 24(2) of the 1992 Act.
- 39) You will be removed from office by the Scottish Ministers under paragraph 5B(3) of Schedule 2 to the 1992 Act (by giving you notice in writing), if you have been removed from office under section 24 of the 1992 Act or under section 23Q of the 2005 Act.
- 40) Where you cease to be a member of the teaching staff at the College prior to the end of your period of appointment as a member of the Board, you will be deemed to have vacated office.
- 41) You must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme.
- 42) You will hold office for the period set out in your letter of appointment or to such earlier date if you are removed or resign from office. You may resign at any time by giving notice in writing to the Board.
- 43) The Board may, by giving you one month's written notice, change these terms and conditions as necessary or expedient (or as agreed with you), but not the period of office.
- 44) At the end of your current period of office, your reappointment is subject to a further nomination by the recognised trade unions of the College.

TRADE UNION NOMINATED NON-TEACHING STAFF (REGIONAL COLLEGE)

Date

Name & Address

Dear

Board of Management of [name of college]

I am pleased to confirm your appointment to the Board further to your nomination by the non-teaching staff recognised trade unions of the College in accordance with the Further and Higher Education (Scotland) Act 1992 (“the 1992 Act”).

[Optional paragraph for college to add welcome].

The period of your appointment will be for four years from [date] to [date] (inclusive) subject to the provisions of the 1992 Act and to the Terms and Conditions appended to this letter.

As a Board Member, you will have a vital role to play in leading the College, setting its strategy and values and ensuring that effective management and controls are in place to meet its core educational purpose and statutory obligations.

Trade union nominated members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Trade union nominated members are not there as ‘representatives’ of the trade union, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Board members are expected to attend meetings regularly and are normally also invited to join at least one Board Committee. This brings with it a time commitment which is expected to be a minimum of [number] days per annum.

I should be grateful if you would confirm your acceptance of the appended Terms and Conditions by signing and dating the attached copy of this letter, and returning this to the Governance Professional at the following address:

[address]

Please also complete the Register of Interests form which is enclosed and return this to me as soon as possible.

As a member of the Board, you must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme. Please advise if you already have disclosure through this scheme or if this is the first time you have applied, as the form you are required to complete is different depending on your current status with the scheme.

Once I have received confirmation of your acceptance, you will be provided with an induction pack, and I will arrange induction meetings for you with the [Chair, Principal, and Governance Professional, etc. as appropriate].

In the meantime, if you have any queries or require any further information please do not hesitate to contact me.

I look forward to meeting you again.

Yours sincerely

[Name]
Regional Chair

.....

I accept appointment to the office of member of the Board of Management of [name of college] on the terms and conditions set out below.

Signature:

.....

Date:

.....

Full name (in block capitals):

.....

[name of college] Board of Management

Terms and Conditions of Office for Trade Union Nominated Non-Teaching Staff Board Members

- 23) As a Member you are one of a number of office holders that constitute the Board. Decisions of the Board are collective decisions. The Board is accountable to the Scottish Funding Council (SFC) for its decisions and actions in relation to any funding it receives from the SFC. You are not a servant or agent of the Crown or a civil servant, and do not have any status, immunity or privilege of the Crown.
- 24) You are individually accountable to the Board for your actions and decisions of office.
- 25) Any information which you receive or obtain as a member of the Board shall be treated as confidential, and shall be held and treated in accordance with the College's Code of Conduct for Board members.
- 26) You will provide active and effective leadership, direction, support and guidance to ensure that the Board delivers, and is committed to delivering, its functions

effectively and efficiently. The main functions of the Board (including its powers and duties) are as set out in the Further and Higher Education (Scotland) Act 1992 (“the 1992 Act”) and the Further and Higher Education (Scotland) Act 2005, as amended (the “2005 Act”).

- 27) Your main duties as a board member are as set out in the Guide for Board Members in the College Sector¹⁴. Any individual objectives applying to your office will be agreed with you.
- 28) [The Board maintains governors’, directors’ and officers’ liability insurance in respect of its members and employees. The insurance policy covers legal claims made against members of the Board in their capacity as Board members.] As a member of the Board you will comply with any and all requirements of any insurance policy which the Board maintains in respect of liability accruing to its officers, directors and members. Failure to comply with the requirements of any such insurance policy may result in insurance cover being withdrawn or otherwise made unavailable.
- 29) You must undertake induction when taking up this appointment, including participation in the College Development Network’s induction programme for board members and any training required in relation to your committee membership. Thereafter, you must undertake appropriate ongoing training and development in respect of your governance role.
- 30) You must seek to ensure that the Board complies with all legislative and other requirements, including compliance with the SFC Financial Memorandum with the College Sector, the Board’s Outcome Agreement with the SFC, the Scottish Public Finance Manual (where appropriate) and the Code of Good Governance for Scotland’s Colleges; and has regard to Ministerial guidance on appointments.
- 31) The College is a registered charity and along with the other Board members you are subject to the general duties of charity trustees set out in section 66 of the Charities and Trustee Investment (Scotland) Act 2005.
- 32) You must comply with the Board’s Code of Conduct for Members, adopted under the Ethical Standards in Public Life etc. (Scotland) Act 2000.
- 33) You are not entitled to receive remuneration as a board member.
- 34) You are entitled to be reimbursed by the Board for expenses as the Board may determine¹⁵ to be necessary or expedient for the proper discharge of your functions, being mindful of appropriate expenditure limits and the need to ensure value for public money.

¹⁴ Links to referenced documents are provided at the end of these Terms and Conditions.

¹⁵ Both expenses and allowances are calculated by reference to such criteria as the Scottish Ministers may determine in accordance with section 12(5) of the 1992 Act.

- 35) You are entitled, in performing your functions, to receive from the Board such allowances as the Board may determine.
- 36) As a member of the Board you will be subject to appraisal of your performance, conducted at least annually, normally by the chair of the Board. Your performance will be appraised against (a) the role of board members set out in Guide for Board Members in the College Sector (b) any individual objectives applying to your office, as agreed with you, and (c) the extent to which you contribute to ensuring that the Board as a whole delivers its functions effectively and efficiently, in accordance with its vision, strategic direction, educational character, values and ethos. Your appraisal reports may be used by the Board and the Scottish Ministers in assessing your suitability for extension or re-appointment.
- 37) You will be removed from office by the Board (by giving notice to you in writing) in the circumstances set out in paragraph 5B(1) of Schedule 2 to the 1992 Act.
- 38) Where it appears to the Scottish Ministers that there has been Board failure by the Board of managing the College in terms of section 24(1) of the 1992 Act, you may be removed from office by the Scottish Ministers by order under section 24(2) of the 1992 Act.
- 39) You will be removed from office by the Scottish Ministers under paragraph 5B(3) of Schedule 2 to the 1992 Act (by giving you notice in writing), if you have been removed from office under section 24 of the 1992 Act or under section 23Q of the 2005 Act.
- 40) Where you cease to be a member of the non-teaching staff at the College prior to the end of your period of appointment as a member of the Board, you will be deemed to have vacated office.
- 41) You must be approved through the Disclosure Scotland Protecting Vulnerable Groups (PVG) scheme.
- 42) You will hold office for the period set out in your letter of appointment or to such earlier date if you are removed or resign from office. You may resign at any time by giving notice in writing to the Board.
- 43) The Board may, by giving you one month's written notice, change these terms and conditions as necessary or expedient (or as agreed with you), but not the period of office.
- 44) At the end of your current period of office, your reappointment is subject to a further nomination by the recognised trade unions of the College.

Links to Referenced Documents

Guide for Board Members in the College Sector

<http://www.collegedevelopmentnetwork.ac.uk/wp-content/uploads/2016/02/College-Board-Member-Guide-2015.pdf>

SFC Financial Memorandum with the College Sector

<https://www.sfc.ac.uk/governance/institutional-sustainability-governance/institutional-sustainability-governance.aspx>

[College Website](#)

Ayrshire College Statement of Ambition, Strategic Objectives

Regional Outcome Agreement

College Strategies, Management Accounts and Performance reports

[Board of Management](#)

Board of Management, Board of Management documents and Senior Leadership Team

[Board of Management Documents](#)

Board Responsibilities and Standing Orders

Ayrshire College Board of Management Code of Conduct

<https://www1.ayrshire.ac.uk/about-us/management-team/board-of-management-documents/>

Scottish Public Finance Manual

<http://www.gov.scot/Topics/Government/Finance/spfm/Intro>

Code of Good Governance for Scotland's Colleges

www.cdn.ac.uk/wp-content/uploads/2016/10/Code-of-Good-Governance-for-Scotlands-Colleges-August-2016.pdf

College Sector Board Appointments: 2014 Ministerial Guidance

<https://www.gov.scot/publications/college-board-appointments-guidance/>

Link to College Development Network Governance Hub

<https://professionallearning.collegedevelopmentnetwork.ac.uk/>

Ethical Standards in Public Life etc. (Scotland) Act 2000

[Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#)

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Student Association Constitution Review

Purpose: The Student Association Constitution requires to be reviewed on a 3-year cycle. The Board of Management is asked to consider the proposed changes and approve the revised Constitution.

Recommendation: For Approval

1. Executive Summary

The Student Association Constitution is the governing document of The Student Association. It is the tool by which students can hold The Student Association's elected officers to account. It ensures that both The Student Association and the College fulfil their obligations as laid out in Education Legislation (1994 Education Act & Post-16 Education (Scotland Act 2013).

The Constitution is reviewed every 3 years. The Student Association have set a deadline of 30th June 2025 for the current review.

The Learning, Teaching and Quality Committee was asked to consider the proposed changes and recommend for approval by the Board of Management.

The Committee reviewed the Student Association Constitution and recommended for approval by the Board of Management at its 27 March 2025 Meeting subject to the addition of the following wording within sections 9 and 10 on page 6.

'(b) Elected Officers are also subject to Ayrshire College policies, processes and procedures'

2. Associated Risks

The Student Association Constitution sits within the law that governs both Student Associations and Student Unions and therefore any review, amendments and addendums must be completed with due diligence to processes and governance practices.

3. Equality and Diversity Impact Assessment

An Equality Impact Assessment has been completed.

4. Publication

This paper will be published on the College website.

1. Background

The Student Association Constitution is reviewed and renewed on a 3-year cycle. The next review is due for completion at the end of June 2025.

The Student Association team met with the Union Development Officer and the President (Scotland) from the National Union of Students to discuss the review and understand if there were any significant shifts in the sector that should or would inform our work regarding the review.

A clear message coming through was about accessibility and whether student bodies find Constitutions in general to be something they can understand and digest.

2. Current Situation

In considering the discussions with NUS in our own team review activities, we felt that the Constitution is fit for purpose and that changing the structure wasn't required, however, we did agree that it's not the most accessible. The suggestion of an Executive Summary was made, discussed and then subsequently agreed. A draft Executive summary was created.

Both the new draft and Executive Summary and a new version of the Constitution has been presented to the Student Executive Committee who then approved both documents. It was noted that since the Executive Summary was a wholly new document, the Student Executive Committee would have no objections to edits being made to the document should it be required, however the purpose of the document should not change.

3. Proposal

The Student Association proposes to implement a reviewed version of the Constitution (Appendix 1a) and a new Executive Summary of the Constitution (Appendix 1b). The review includes the proposed changes:

- Changing ACSA to "The Student Association" in line with our brand guide and branding practices
- Removing the date of final recruitment for Student Officers. This now states that recruitment should be completed within a reasonably practicable period at the start of the academic semesters. The justification for this is to allow us to recruit at any point, but to also allow for recruitment at the start of Semester 2 if needed. We're hoping this allows our practices relating to recruitment to be more dynamic and more in line the developing college landscape i.e. new students starting at different times of the year including those undertaking short full-time courses.

- There is the addition of a paragraph around student behaviour in relation to clubs and groups including that students are subject to The Student Association Code of Conduct, the College Student Agreement and Student Conduct Policies as well as potentially being subject to additional Community Standards. There is also a note about potential consequences of breaches, and we felt this was important to include since many of the clubs and groups are now online. This change is proposed to ensure that this area of the Constitution is more robust and can respond to different methods of student engagement and activity.
- Other small changes included are for punctuation and grammar where needed.

If approved, The Student Association proposes to have the updated Constitution and Executive Summary go “live” on the 1st of July 2025. The Constitution and Executive Summary would be in place for academic years 2025/2026, 2026/2027 and 2027/2028.

The Learning, Teaching and Quality Committee was asked to consider the proposed changes and recommend for approval by the Board of Management.

The Committee reviewed the Student Association Constitution and recommended for approval by the Board of Management subject to the addition of the following wording within section 9 on page 6.

‘(b) Elected Officers are also subject to Ayrshire College policies, processes and procedures’

4. Resource Implications

None

5. Consultation

Consultation with National Union of Students and The Student Executive Committee has been completed.

6. Conclusion

Should it be approved, The Student Association will launch the reviewed Constitution and the new Executive Summary to students at the start of the 2025/2026 Academic year.

The Board of Management is asked to consider the proposed changes and approve the Constitution and Executive Summary.

Darcie Hamilton
Student President
19 February 2025

Connor Skipsey
Student Vice President
19 February 2025

The Student Association Constitution

Ayrshire College 2025-2028



**Student
association**

The Student Association is the student body of Ayrshire College.

As soon as you enrol at Ayrshire College you automatically become a member of The Student Association.

The Student Association acts as a voice for our members and their educational interests and welfare.

This constitution is our governing document. It sets out what The Student Association can and cannot do, how it operates and how members can raise any concerns or issues.

[Ayrshire College Board of Management](#) recognises The Student Association as a democratically run organisation committed to representing and serving the students of Ayrshire College.

The funding and support that The Student Association receives each year from Ayrshire College helps us to meet our aims and objectives and ensures that Ayrshire College Board of Management fulfil their obligations with regards to [Section 22 of the Education Act \(1994\)](#).

The Student Association is governed by a Student Executive Committee of volunteer Student Officers, led by an elected Student President and Student Vice President.

The Student Executive Committee and College Board of Management will review this document in partnership every three years.

Date approved:	27/03/25
Takes effect from:	31/07/25
To be reviewed by:	30/06/2028
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Ayrshire College Student Association Constitution

There shall be a Student Association within the meaning of the 1994 Education Act at Ayrshire College. It will be known as 'The Student Association' and where context is required it will be known as "The Student Association at Ayrshire College."

1. Aims and Objectives

- (a) To enhance the experience of students at the College.
- (b) Provide support, advice, and signposting to students with regards to personal and educational challenges.
- (c) Provide a channel of communication between the student body and the College.
- (d) Support the development of student opportunities.
- (e) Support and facilitate the creation of student clubs and societies to enhance the social, educational, and cultural provision at the College.
- (f) Provide channels through which the views of its members can be co-ordinated and expressed on matters of common concern to the appropriate external bodies.
- (g) Provide a mechanism for liaising with other Student Associations or Unions.
- (h) To work with national bodies e.g. The National Union of Students, to facilitate and support the above objectives.
- (i) Engage in any other activity not mentioned that is conducive to the above objectives.

2. Powers

The Student Association shall have the following powers:

- (a) To appoint and dismiss such Officers as are provided for in the constitution, in line with Section 8 of the Constitution.
- (b) To enter into such reasonable contracts and agreements in line with the College's Financial Regulations as are necessary to pursue the objectives of the Association, under direct supervision of the Student Association Advisor.
- (c) To hold such property and equipment as is necessary to pursue the objectives of The Student Association.
- (d) To report to Ayrshire College Board of Management on a regular basis.
- (e) To enter into membership of any body, corporate or otherwise, whose aims and objectives are in keeping with those of the Association with agreement of the College Management.
- (f) To propose amendments to the terms of the constitution in accordance with the procedures contained herein.
- (g) To appoint committees and sub-committees as required.

3. Membership

The members of The Student Association are:

- (a) All registered students attending Ayrshire College shall be deemed Ordinary Members of The Student Association, regardless of mode of attendance.
- (b) Any student can opt-out of The Student Association membership by submitting a request in writing to the Student Association Advisor.

4. Finance

The finances of The Student Association will be determined annually by the College Senior Leadership Team. The constitutional procedure is as follows:

- (a) The budget allocation to The Student Association will be decided annually by the Senior Leadership Team as part of the overall College budget, and as approved by the College Board of Management.
- (b) The budget allocation can only be used in pursuit of the Association aims and objectives.
- (c) All monies received by any member of The Student Association, on behalf of The Student Association, shall be lodged in the College bank account through the College's Finance Team.
- (d) The Student Association Advisor shall be responsible for the management of funds allocated for Student Association activity and will administrate expenditure according to the College's financial processes.
- (e) Financial records shall be kept with the College Finance Team.
- (f) All fund allocations will be properly recorded.
- (g) The Student Association shall allow the College internal or external auditors access to their records when reasonably requested to do so by the College Senior Leadership Team.
- (h) The financial year of The Student Association shall begin on the 1 August.
- (i) A financial account of the income and expenditure of The Student Association shall be prepared by The Student Association at the end of June; and the financial report will be made available to the College Board of Management and all members of The Student Association.

5. Governance

The Student Executive Committee is the governing body of The Student Association. The operation of the Student Executive Committee is outlined below:

- (a) The Student Executive Committee of The Student Association shall consist of The Student Association Student President and Student Vice President and the Student Executive Officers.
- (b) The members of the committee are members by virtue of the office they hold. Consequently, should they leave their position, they will cease to be members of the Student Executive Committee.
- (c) The function of the Student Executive Committee shall be to exercise control on all matters relating to the work of The Student Association.
- (d) The Student Executive Committee have the power to appoint ad-hoc committees and to determine their remit.

(e) Student Executive Officers shall be recruited and appointed within a reasonably practicable period of time following the start of each academic semester.

6. Executive Committee Meetings

(a) The Student Executive Committee will meet a minimum of three times during the academic year.

(b) The quorum for the Executive Committee will be no less than 50% plus one of the current members of the Student Executive Committee.

(c) The first Student Executive Committee meeting shall take place within 2 weeks of the appointment of the executive officers, as far as is reasonably practicable.

(d) Any item for inclusion on the agenda of a Student Executive Committee Meeting shall be submitted to The Student Association office in writing.

(e) All motions shall bear the names of the proposer and seconder and should be submitted five working days prior to the meeting.

(f) Proxies may attend meetings of the Student Executive Committee where they have been selected to act as such and shall have the right to participate in meetings and vote in absence of the regular member. Prior notice must be given by any officer intending to send a proxy.

7. Appointment of the Student President and Student Vice President

The Student President and Student Vice President will be democratically elected each year by means of a Student President election.

(a) Any Student Association member over the age of 16 (at the time of taking up the position) is eligible to stand in the Student President elections.

(b) All Student Association members are eligible to cast one vote in the Student President elections.

(c) Officers shall be voted in on the following terms:

(i) Presidential terms will run for one calendar year beginning 1 July to 30 June the following year.

(ii) Vice Presidential terms will run for one calendar year beginning 1 July to 30 June the following year.

(iii) Terms shall not overlap. The outgoing Student President and Student Vice President must finish their term before the incoming officer takes up their position.

(iv) The maximum term any student can spend as a Student President and Student Vice President is 2 years.

(d) The Student President and Student Vice President are automatically appointed as Board Members of Ayrshire College Board of Management.

Full details on the election process and rules can be found in Schedule 4.

8. Appointment of Student Executive Officers

Student Executive Officers will be appointed whose titles and roles will be defined by the sitting Student President and Vice President to best support the manifesto, The Student Association's Operational Plan, and the needs of the membership.

Students may undertake the role of an Executive Officer on the following basis:

- (a) Any member of The Student Association is eligible to put themselves forward for an Executive Officer position.
- (b) Where an Executive Officer position represents a specific community, the role bearer must self-identify as being part of that community.
- (c) Student Executive Officers are selected and in post within a reasonably practicable time after the start of each academic semester.
- (d) Executive Officers are selected by means of an application and selection process at an Executive Committee meeting.
- (e) Students cannot hold any more than one Student Executive Officer position at the same time.
- (f) Post holders will remain in post until they resign or are no longer a student at the College.
- (g) There is no time limit for the length of term of a Student Executive Officer.

9. Removal of Student Association President or Vice President

An elected Student President or Vice President shall be removed from office if:

- (a) They resign.
- (b) Elected Officers are also subject to Ayrshire College policies, processes and procedures
- (c) They fail to attend three Executive Committee Meetings with no reasonable explanation or prior agreement with the Executive Committee Chair.
- (d) A motion of no confidence in the officer is passed by a simple majority of student members voting in a Referendum. Such motion shall only be triggered by a petition signed or agreed by at least 10% of full-time student members or a motion of no confidence in the elected officer is passed by a two thirds majority in the vote of the Executive Committee. Such a motion shall only be triggered by a secure petition signed or agreed to by at least 10% of full-time student members.

A Student Association President or Vice President will not be removed from office without prior consideration of procedures which are applicable to the individual's terms of office.

10. Removal of non-elected Student Executive Officers

A non-elected Student Executive Officer can be removed from office if:

- (a) They resign.
- (b) They fail to attend three Executive Committee Meetings with no reasonable explanation or prior agreement with the Executive Committee Chair.
- (c) They are no longer a student at Ayrshire College.
- (d) They are removed by means of an Extraordinary Executive Committee Meeting where in a secret ballot, 50% plus one of the existing committee members vote in favour to remove the officer.

11. Class Ambassadors

Each class shall be entitled to appoint one class representative called a Class Ambassador by whichever means is agreed by the class.

The purpose of the Class Ambassador is to act as an interface between the students within their class, the curriculum team, and The Student Association.

Class Ambassadors are required to:

- (a) Inform The Student Association of their appointment.
- (b) Attend Class Ambassador training as provided by The Student Association.
- (c) Keep up to date with information communicated to them by The Student Association.
- (d) Attend regular Class Ambassador meetings.
- (e) Gather feedback from their class and communicate this to their curriculum team.
- (f) Deliver at least one focus group to their class during the academic year.
- (g) Attend curriculum team meetings.
- (h) Feedback information from the curriculum and Student Association where appropriate to their class.

12. Clubs and Societies

The Association has a duty to support and facilitate student clubs and activities as desired by membership where the club or society's aims are compatible with those of the Association and within reason of capacity of the Association.

Any club or society wishing to formalise their structure by creating a committee and/or constitution, can do so with the support of the Student Association Advisor.

If any club or society is found to be acting contrary to the values of the Association, it may be disbanded by a majority vote of the Student Executive Committee.

In addition, clubs and groups may be subject to the Ayrshire College Code of Conduct, Student Agreement, and/or additional Community Standards. Breaches of said codes and agreements may see students subject to a suitable penalty, including (but not limited to) a temporary ban from the club or group, a permanent ban from the club or group, and where necessary be referred to the appropriate key stakeholders for enactment of the Student Conduct and Student Agreement Policies and Procedures.

13. Review and Amendments to the Constitution

Any proposed changes to the constitution will be discussed and decided by the Student President, Student Vice President, and Student Association Advisor prior to consideration by the Student Executive Committee, the Senior Leadership Team, the Learning, Teaching and Quality Committee, and the College Board of Management.

The Constitution can be amended by a resolution passed by the Student Executive Committee by at least 50% plus one of the current Student Executive Committee members.

Amendments to the constitution must be ratified by the College Board of Management.

The constitution must be reviewed by The Student Association every three years.

Schedule 1 -

Code of Conduct

General Principle

1. In common with many membership governed organisations, it is important to clarify expectations surrounding the relationship between Members and Officers.
2. Members and Officers should feel able to critically appraise the work of The Student's Association, but this should be through the appropriate channels as set out within the Code of Conduct.
3. This code applies at meetings and events organised by The Student Association, and in communication that refers to the Association and/or its officers, including on social media platforms such as Facebook and X.

Standards of Behaviour

All members will:

- Treat each other with respect.
- Raise complaints through appropriate channels as set out in the Complaints Procedure.
- Avoid behaviour that is damaging to The Student Association or its reputation.
- Support a culture of kindness and respect.

You may be excluded from membership if your conduct is deemed to be detrimental to The Student Association, its interests, or its members.

Officers in addition will:

- Provide leadership to The Student Association.
- Be accountable to members for their performance.
- Carry out duties and responsibilities, as set out in the role descriptions for their position.
- Treat member information with respect and confidentiality and in accordance with data protection regulations.
- Promote a culture of inclusion, equality, support, and respect.

Protection from Harassment

Members, Officers, and Staff are entitled to protection from any form of harassment.

Harassment may result in the Member, Officer or Staff Member withdrawing the support or withdrawing from the event at which the harassment is taking place. The person or persons subjected to the harassment should bring this to the attention of the Student Association Advisor as soon as possible to discuss what action would be appropriate.

Reports of Harassment will be recorded by the Student Association Advisor. Action may then be taken under the terms of this code, or the College Student Disciplinary Procedure.

Data Protection

Members, Officers, and Staff are duty bound to protect themselves and other members data from being unnecessarily used, stored, and passed on. All Members, Officers and Staff are required to comply and adhere to the Colleges Data Protection Policy. Where a Safeguarding issue arises and a data breach is necessary then Members, Officers and Staff should use the appropriate college processes to report this.

Freedom of Speech

The Association and its members are bound to observe the College's code of practice in relation to freedom of speech as required by section 43 (no 2) Act of 1986.

Breaches of Code of Conduct

Members who breach the code may be suspended or removed from The Student Association. Procedures for dealing with a breach of the Code are as follows:

- Concerns about potential breaches of the Code of Conduct should be reported to the Student Association Advisor as soon as possible. The Advisor will take this to a panel of three members of the Executive Committee including the Student President and Student Vice President.
- The panel will agree the appropriate course of action and the decision will be communicated to the member within 5 working days of the meeting.
- Appeals should be submitted to the Student Association Advisor within 30 days of the notification of the panel's decision.
- The appeal will be looked at by at least three members of the executive committee who were not involved in the earlier decision, supported by the Head of Quality Enhancement.
- The decision of the appeal panel will be communicated within 5 working days of the meeting.
- If the potential breach of the Code of Conduct relates to a member of the Executive Committee, they will take no part in the decision-making process.
- If the potential breach of the Code of Conduct relates to the Student President or Student Vice President, the matter will be referred to the Head of Quality Enhancement and will be taken forward through the appropriate measures as laid down in this constitution.
- Breaches in relation to the Ayrshire College Code of Conduct as it applies to the Student President or Student Vice in their role as a Board Member will be referred to the Chair of the Board of Management.

Schedule 2 –

Complaints Procedure

Members, Association Volunteers, Executive Officers, and Class Ambassadors may give feedback, raise issues or questions about The Student Association directly to the Student President and/or Student Association Advisor or through the Executive Committee Meetings.

Concerns, criticisms, or complaints about the performance and/or behaviour of individual office bearers should be made directly to the Student Association Advisor.

Complaints regarding the Student Association Advisor should be raised directly with the Head of Quality Enhancement.

Complaints about members of staff out with The Student Association should be made through the Colleges Complaints Procedure.

Students who remain dissatisfied with their dealings with The Student Association may refer their complaint to the Colleges Complaints Procedure.

Criticism of officers and staff not communicated through the procedures outlined in this procedure may be considered harassment and dealt with accordingly.

Schedule 3 -

Ayrshire College Student Association

Responsibilities of the Office of Student President

Represent all members of the Association across Ayrshire College.

Support the Class Ambassador model of student feedback within the College.

Lead on the strategic direction and support the Association's future development.

Deliver on the Association's strategic direction and operational plan.

Lead the Association with regards to activity, policies and ethos as directed by the Executive Committee.

Participate as a member of the College Board of Management and/or relevant Board Committees as identified by the Board of Management and comply with the terms and conditions of appointment as a Member of the Board of Management.

Ensure that the Association is meeting its set objectives.

Chair and support the Executive Committee meetings.

Ensure that the Association's budget is effectively managed.

Build and maintain a positive, high profile and partnership ethos within the Association and across the college, encouraging students to become involved.

Work in partnership with staff across the College to ensure that the Association has an active role in enhancing the quality of the student experience at Ayrshire College.

Represent Ayrshire College students with organisations at a national level, for example, the National Union of Students (Scotland).

Undertake delegated responsibilities from the College Senior Leadership Team, the Student Association Advisor, and the Head of Quality Enhancement.

Work in partnership with the Quality Enhancement Team, Equality and Inclusion and Health, Safety and Wellbeing in addition to the college management and external stakeholders to ensure there is a consistent, high quality student support system across the region.

Ensure open communication channel between the College, Executive Committee, and the Student's Association's members.

Communicate effectively with the Student Vice President, Head of Quality Enhancement, and the Student Association Advisor.

Ensure that the safety and wellbeing of the Associations members is at the forefront of all Student Association Activity and be familiar with the responsibilities set out within the College's Health Safety and Wellbeing Policy HSP001.

Schedule 4 -

Ayrshire College Student Association

Responsibilities of the Office of Student Vice President

Represent all members of the Association across Ayrshire College.

Support the Class Ambassador model of Student Feedback within the College.

Assist the President in leading on the strategic direction and support the Association's future development.

Work with the Student President and Student Association Advisor to ensure the delivery of the Association's strategic direction and operational plan.

Along with the Student President, lead the Association with regards to activity, policies and ethos as directed by the Executive Committee.

Participate as a member of the college Board of Management and/or relevant Board Committees as identified by the Board of Management and comply with the terms and conditions of appointment as a Member of the Board of Management.

Represent the Student President in their absence at the College Board of Management/Committee meetings, as required.

Ensure that the Association is meeting its set objectives.

Chair and support the Class Ambassador meetings.

Ensure that the Association's budget is effectively managed.

Build and maintain a positive, high profile and partnership ethos within the Association and across the college, encouraging students to become involved.

Work in partnership with staff across the College to ensure that the Association has an active role in enhancing the quality of the student experience at Ayrshire College.

Represent Ayrshire College students with organisations at a national level, for example, the National Union of Students (Scotland).

Undertake delegated responsibilities from the Student President, the Student Association Advisor, and the Head of Quality Enhancement.

Work in partnership with the Quality Enhancement Team, Equality and Inclusion and Health, Safety and Wellbeing in addition to the College Management and external stakeholders to ensure there is a consistent, high quality student support system across the region.

Ensure open communication channel between the College, Executive Committee and Association members.

Communicate effectively with the Student President, Head of Quality Enhancement, and the Student Association Advisor.

Ensure that the safety and wellbeing of the Associations members is at the forefront of all Student Association Activity and be familiar with the responsibilities set out in the College's Health Safety and Wellbeing Policy HSP001.

Appendix 1

Election Regulations

1. General

- 1.1. The Elections of the Student President and Vice-President shall be carried out in accordance with these regulations.
- 1.2. The Student Association Advisor shall implement the Election process.
- 1.3. The elections shall be by secret ballot of all members of the Association.
- 1.4. In addition to the Regulations, the Association will be obligated to comply with:
 - (a) College rules, regulations, and policies.
 - (b) The Student Association rules, regulations and policies.
 - (c) The laws of Scotland.

2. Returning Officer

- 2.1 The Returning Officer Shall be an independent person chosen by The Student Association in advance of each election. They shall not be a member of The Student Association.
- 2.2 They shall be responsible for the good and fair conduct of the Student Elections.
- 2.3 They shall be responsible for investigating any complaints made with regards to the proper and fair running of the elections.
- 2.4 The Returning Officer's interpretation of election regulations shall be final.
- 2.5 Any Student Association member who is not satisfied with any decisions made by the Returning Officer can submit a formal complaint through the college's normal complaints process.
- 2.6 The Student Association Advisor, in acting on behalf of the returning officer as Deputy Returning Officer, may carry out the following functions.
 - (a) Oversee the procedure for the acceptance of nominations and the determination and publication of valid nominations.
 - (b) Fix the date of the elections and publication of the notices giving information about the date of the elections and the election arrangements.
 - (c) Supervise the election online process.
 - (d) Announce the result.

3. Nominations

- 3.1 Any member of The Student Association over the age of 16 is eligible to stand as a candidate for the election.
- 3.2 The Student Association Advisor will post on the outside of each Student Association offices and send to all students via all student email, at least eight college days before the nominations open stating the:
 - (a) Period of nominations.
 - (b) Posts for which nomination can be made.

(c) Where the nomination form can be obtained.

(d) The closing date for nominations. 3.4 Candidates are required to submit a manifesto alongside their nomination form. All manifestos will be collated and published by The Student Association.

3.3 On closing of nominations the Student Association Advisor will collate all nominations and check that they comply with the regulations.

3.4 The Student Association Advisor will draw up a list of candidates and will communicate this to all students via an all-student email as soon as possible, alongside dates and arrangements for voting.

3.5 The Student Association Advisor will arrange to meet all candidates to deliver a candidate's briefing at which they will brief the candidates on the election process and procedure.

4. Campaigning

4.1 As soon as is reasonably practicable following the close of nominations the Student Association Advisor will publish the list of nominations and manifestos.

4.2 The campaigning period shall commence at the end of the candidates briefing at a time announced by the Student Association Advisor and will end upon close of voting.

4.3 Any coverage of the elections by the Association shall be fair and balanced, providing exposure to all candidates, as reasonably practical.

4.4 Each candidate will receive an electronic copy of their Manifesto as prepared by the Association that they can use in their campaigns.

4.5 Each candidate may receive a small budget from the Association for canvassing materials and no other monies shall be spent by the candidate. Finances shall be confirmed at the candidates briefing.

4.6 No offensive or derogatory election material shall be produced during the campaign by any candidate.

4.7 The Returning Officer reserves the right to remove any election material which in their reasonable opinion is inappropriate or poses a health and safety risk.

5. Elections

5.1 The Student President Election shall be held no later than the final Friday in May of each academic year.

5.2 In the event that at least one post remains vacant, it will be reasonable to hold further elections to fill the vacant post. The decision whether a further election should be held and what the arrangements should be are at the discretion of the returning officer.

5.3 In such cases the additional election should take place no later than the last Friday of November of the relevant year.

6. Voting

6.1 The responsibility for ensuring voting is conducted in accordance with this regulation shall rest with the Returning Officer and any deputy appointed.

6.2 Voting shall take place electronically at times to be decided by the returning officer.

6.3 Members of the Association may vote once with their college login as being their proof of eligibility to vote.

6.4 Candidates and their supporters should not be present in any of the Learning Resource Centre areas whilst voting takes place.

7. Administration

7.1 A quota will be calculated as follows:

(a) The candidate with the highest number of votes will be deemed to be elected to the position of Student President.

(b) The candidate with the second highest number of votes will be elected to the position of Student Vice President.

(c) In the event that the electronic ballot results in there being fewer than five votes of a difference between candidates, the returning officer will decide whether it is necessary to return nominations and whether a new election is necessary. The returning officer's decision shall be final.

8. Candidates

8.1 Candidates already in office shall be given the same privileges and restrictions as any other candidate.

8.2 Candidates may only benefit from what is openly available to all candidates.

8.3 Campaigns should be conducted in accordance with The Student Association and Colleges ethos and values and in line with the Code of Conduct and Health and Safety Policy.

9. Tenure of Office

9.1 The tenure of officer for any elected officer shall be 12 months commencing the 1 July in the same year of the election.

9.2 An elected officer may stand for re-election at the close of their first tenure of office.

9.3 The maximum period a of office for any Student President and Student Vice President is two tenures.

10. Complaints and Appeals

10.1 The procedure for the consideration of complaints relating to the elections shall be as follows:

10.1.1 Formal complaints must be submitted in writing with any supporting evidence to the Returning Officer

10.1.2 The Returning Officer reserves the right to investigate any unsound activity and make any rulings which are fair and reasonable in the circumstances.

10.1.3 The Returning Officer shall investigate any formal complaints in a timely manner to minimise disruption to the election process and will decide what action shall be taken, including but not limited to the disqualification of any candidate concerned, or the annulment of the relevant election.

10.1.4 Disqualified candidate may appeal the decision of the Returning Officer in writing to a designated College staff member appointed by The Student Association who shall set up an appeals panel.

10.2 Outcomes open to the appeals panel include but are not limited to:

10.2.1 Upholding or dismissing the appeal.

10.2.2 Requesting a re-run of the elections.

The Student Association Constitution

Ayrshire College AY 2025-2028



Executive Summary

Introduction

The Student Association Constitution for Ayrshire College (AY 2025-2028) serves as the governing document for The Student Association, outlining its operations, powers, and responsibilities. The Student Association represents the student body, providing a voice for their educational interests and welfare. Membership is automatic upon enrolment at Ayrshire College.

Aims and Objectives

The primary aims of the Student Association include:

- Enhancing the student experience at Ayrshire College.
- Providing support and advice for personal and educational challenges.
- Facilitating communication between students and the College.
- Supporting the development of student opportunities, clubs, and societies.
- Working in partnership with external bodies and other Student Associations.

Governance and Structure

The Student Association is governed by a Student Executive Committee, led by an elected Student President and Student Vice President. The committee is responsible for the overall control and direction of the Association's activities. The constitution is reviewed every three years in partnership with the College Board of Management. The Head of Quality Assurance and members of the Senior Leadership Team also support the Student Association.

Membership

All registered students at Ayrshire College are members of the Student Association. Students can opt-out by submitting a written request to the Student Association Advisor.

Finance

The College Senior Leadership Team determines the Student Association's finances annually. The budget is used to pursue the Association's aims and objectives, with fiscal management overseen by the Student Association Advisor and the College Finance Team.

Meetings and Elections

The Student Executive Committee meets at least three times during the academic year. The Student President and Student Vice President are elected annually through a democratic process. Executive Officers are appointed to support the Association's operational plan and manifesto.

Code of Conduct and Complaints Procedure

The constitution includes a Code of Conduct, outlining expected behaviour for members and officers. A Complaints Procedure is in place for addressing concerns about the Association's performance or behaviour of office bearers.

Responsibilities of Student President and Vice President

The Student President and Vice President represent the student body, lead the Association, and ensure its objectives are met. They participate in the College Board of Management and work in partnership with staff to enhance the student experience.

Clubs and Societies

The Association supports the formation and operation of student clubs and societies, ensuring they align with the Association's values. Clubs and societies are subject to the College's Code of Conduct and Student Agreement.

Review and Amendments

The constitution may be amended by the Elected Sabbatical Officers and the Student Association Advisor; however, changes must be approved by the Student Executive Committee and must then be ratified by the College Board of Management. It is reviewed every three years to ensure it remains relevant and effective.

This summary captures the key points of the Constitution covering academic years 2025/26, 2026/27 and 2027/28, providing a clear and concise overview of the Student Association's structure, aims, and governance. If you need any further details or specific sections expanded, please contact us on studentassociation@ayrshire.ac.uk

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Strategic Risk Register

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

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

1. Executive Summary

The College Senior Leadership Team (SLT) have reviewed the Strategic Risk Register. After consideration, the SLT are of the view that there are no risks which require amending. Details of the considerations of SLT can be found in the body of the report.

The controls and mitigating actions have been updated, with controls 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 applicable to the College.

2. Associated Risks

There are no further risks to consider outside of the content of this paper.

3. Equality and Diversity Impact Assessment

The content of this paper does not require an EDIA to be undertaken.

4. Publication

This paper will be published on the College website.

Alan Ritchie
VP Finance and Infrastructure
19 March 2025

1. Background

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

2. Strategic Risk Register

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

The SLT have reviewed the risk register including the controls and mitigating actions. A summary of their considerations is noted in section (3). The SLT continues to be provided with an overview of the risks facing the education sector, a summary of which can be found in section (4).

3. Senior Leadership Team Considerations and Proposals

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

1) Financial Sustainability

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

The SLT in reviewing the risk register took account of the following factors:

- Public finance challenges especially in relation to SFC funding of increase in employer national insurance contributions from April 2025. Currently no visibility of support for NI increases and SFC advice for mid-year financial forecasts is to assume no support. Scottish Government message appears to be not to expect full funding of NI increase with a figure of 60% being mentioned as the likely level of support.
- Uncertainty about the final level of SFC 2025-26 funding with at least 50% of the announced 1.9% increase due to be utilised towards the 2025-26 settlement of the additional 1.14% received by teaching staff. There is an expectation that the remaining element will be required to be used to settle any demand by support staff above the public sector pay policy level of 3%.
- There are several funding issues still to be resolved including support staff pay settlement, teaching staff pension increases and any transformation funding impacts.

2) Job Evaluation

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

The ability of the sector to arrive at a satisfactory conclusion to the national support staff job evaluation exercise remains in question. Positive work is progressing with the Unions to find a suitable route to a solution. A [recent joint update](#) to the sector noted:

“In these discussions it has become clear, and supported by advice from experts, that due to the passage of time, the inevitable change in work content, and concerns from historical sampling audits, that the previous evaluation and scoring of roles cannot be considered reliable.

It is fundamental to any Job Evaluation Project that the data used must be up to date and an accurate analysis of job content, therefore, employers and trade unions are now exploring options for current data collection and analysis to ensure the integrity of the project.”

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

3) Data Security

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

The College continues to develop and implement the Digital Transformation Project objectives including the transfer to the cloud and the implementation of a security operations centre (SOC). This improves the College's threat detection, response and prevention capabilities by unifying and coordinating all cybersecurity technologies and operations. The College SOC is an outsourced team of IT security professionals dedicated to monitoring the College IT infrastructure 24x7. It aims to detect, analyse and respond to security incidents in real-time.

This development is relatively new, and the College is currently evaluating the managed SOC service. A positive evaluation may lead the College to review the overall risk score associated with Data Security in future periods.

4) People and Culture

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

The settlement of teaching staff pay award for 2025-26 and support staff for 2024-25 has removed a core element of the cause of the risk. The removal of

Unison branch officials and the running of Unison activities by national staff has not resulted in the anticipated level of uncertainty and reaction from branch members. The impact of 2025-26 support staff pay negotiations has still to be assessed with the sector only recently receiving notification of staff pay settlement figures.

5) Climate Change

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

The College has invested in a revised staff structure that includes a Head of Facilities and an Estates and Sustainability Manager. Following the appointment of staff to these positions the College is reviewing the sustainability governance structure. The College Aspire programme has made several proposals in relation to how the structure might look with the College looking to implement this structure in the first quarter of 2025.

The largest challenges remain funding the move to net zero across the sector and the size of the reduction needed. It is hoped that the SFC Infrastructure Strategy, which is due to be published shortly, will provide some form of a road map to how the move to net zero will be achieved.

6) Curriculum Offer

7) Recruitment and retention of staff

8) Investing in College Infrastructure

No change proposed to the nature of the risks nor to the scoring of the risks.

4. Emerging Risks

The following risks continued to be noted as either a previous risk or for future consideration depending on the circumstances the College finds itself in:

- Cost of Living crisis – whilst this is still relevant the impact on the ability of the College to achieve its strategic objectives is felt to be minimal.
- Equality and Diversity – given the positive work undertaken in this area it is felt that this risk is minimised.
- Engagement with Students – the positive interactions that the College continues to have with the student body means this is not seen as a strategic risk.
- Commercial Income Targets – the review of organisational structures and pressure from external competitors may require this risk to be reevaluated.

- Mental Health and Wellbeing – the College has prioritised addressing the challenges faced under this risk heading and therefore it is not considered as a strategic risk.
- Regulatory and Legal Compliance – the College does not believe that outside of the CDEL/RDEL matter already discussed there are any further strategic risks in this area given the positive external reports on compliance and assurance.
- CMT continued to view Artificial Technology as an emerging risk:

There is a risk of the College not being able to maintain pace quickly or effectively with the changes in artificial intelligence

because of a lack of staff knowledge and due to the pace of change

resulting in the College being unable to educate its students in the latest developments or the College not addressing the latest regulatory compliance requirements.

At this stage there was not a feeling that it should be added to the register but that members and the Board should continue a watching brief over the development of AI and its implications for both students and regulatory compliance.

Alan Ritchie
VP Finance and Infrastructure
19 March 2025



STRATEGIC RISK REGISTER

Summary Strategic Risk Register

Ayrshire College - Summary Strategic Risk Register

Risk Number	Oversight Committee	Name	Risk Description	Risk Owned and Managed by	Inherent Risk Score	Previous Residual Risk Score	Residual Risk Score	Movement	Risk Appetite	Status
1	BRIC	Financial Sustainability	<p>There is a risk of the College becoming financially unsustainable because of the uncertainty surrounding SFC core grant, accounting for SFC estate maintenance funding, other external funding sources, the level of inflation and an inability to generate alternative income resulting in the College being unable to achieve its Strategic Ambition 2024-2027 and constraints being placed on its operating model.</p>	Vice Principal Finance and Infrastructure	20	20	20	↔	Minimal	Mitigating actions to be taken
2	BRIC LTQC	Job Evaluation	<p>There is a risk that local employee relations deteriorate and that the College is required to implement local job evaluation and pay and grading because of significant and ongoing delays on the national job evaluation project and no tangible outcomes available to date resulting in (i) a destabilisation of the College's current pay and grading structures, (ii) low staff morale due to the lack of progress (iii) equal pay claims being lodged against the College and (iv) the College required to absorb the management, risk and delivery of a local job evaluation project out with the scope of the national project (v) disputes lodged against the College arising from pursuing a local process (vi) reputational damage to the College.</p>	Vice Principal People, Performance and Transformation	20	16	20	↑	Cautious	Mitigating actions to be taken
3	BRIC	Data Security	<p>There is a risk of College systems and processes being the victim of a cyber-attack because of increased virtual working and deliberate targeting of the education sector resulting in the loss of key data, financial loss, students being unable to successfully progress on their learning journey and significant reputational damage.</p>	Vice Principal Finance and Infrastructure	20	16	16	↔	Minimal	Mitigating actions to be taken
4	LTQC BRIC	People and Culture	<p>There is a risk of a deterioration in positive local employee relations and culture evident across the College because of changes in Unison's national negotiating team resulting in an increase in local staff disputes and a reduction in engagement by staff to the detriment of the College students</p>	Vice Principal People, Performance and Transformation	16	12	12	↔	Cautious	Mitigating actions to be taken

Risk Number	Oversight Committee	Name	Risk Description	Risk Owned and Managed by	Inherent Risk Score	Previous Residual Risk Score	Residual Risk Score	Movement	Risk Appetite	Status
5	LTQC BRIC	Climate Change	There is a risk that the College will not achieve its climate change targets because of lack of internal capacity, access to wider government funding or a lack of sectoral strategic focus resulting in the College not being able to meet its environmental responsibilities.	Principal	20	12	12	↔	Cautious	Mitigating actions to be taken
6	LTQC BRIC	Curriculum Offer	There is a risk of curriculum activity not being linked to current and future skills requirements or social and economic recovery needs and issues because of reduced engagement / communication, insufficient planning, impact of changes to HE institutions admission policy and real term reduction in SFC funding resulting in the College failing to deliver a portfolio that is relevant, flexible and responsive to employer and industry needs.	Vice Principal Skills and Enterprise	20	12	12	↔	Open	Mitigating actions to be taken
7	LTQC BRIC	Recruitment and Retention of Staff	There is a risk of the College not being able to recruit / retain qualified and experienced staff because of the limitations of national bargaining, specifically the inability to offer competitive salaries resulting in a deskilling of the future workforce and challenges with issues with clear succession planning.	Vice Principal People, Performance and Transformation	16	12	12	↔	Cautious	Mitigating actions to be taken
8	BRIC	Investing in College Infrastructure	There is a risk that the College is unable to deliver on the objectives set in the College Infrastructure Strategy because of SFC capital funding allocations and capital funding restrictions resulting in the failure to develop and maintain an inspirational college experience through an integrated and high-quality infrastructure.	Vice Principal Finance and Infrastructure	15	16	9	↓	Open	Mitigating actions to be taken

Ayrshire College Strategic Risk Register

Overall Risk Rating

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	Likely	4	8	12	16	20
	Possible	3	6	9	12	15
	Unlikely	2	4	6	8	10
	Rare	1	2	3	4	5
		Insignificant	Minor	Significant	Major	Extreme
		Impact				

Detailed Description of Risks

The risk matrix below demonstrates how RAG classifications are applied based on the risk score: ☐

RAG SCORE KEY	LEVEL OF RESPONSIBILITY
1-4	VERY LOW RISK
5-8	LOW RISK Very minimal concern or on Target - Under Management Control When Blue, controls and assurances are adequate/effective in proportion to the risk
9-14	MODERATE RISK Minimal concern or on Target - Under Management Control When Green, controls and assurances are adequate/effective in proportion to the risk
15-19	MEDIUM RISK At Risk or Late – Under Management Control When Amber, some areas of concern over the adequacy / effectiveness of the controls in place and assurances obtained in proportion to the risk
20-25	HIGH RISK At Risk or Late – Not Under Management Control – Action Required When Red, significant concerns over the adequacy/effectiveness of the controls in place and assurances obtained in proportion to the risk

Risk Appetite Statement

	0 NONE Avoidance of risk is a key organisational objective.	1 MINIMAL Preference for very safe delivery options that have a low degree of inherent risk and only a limited reward potential.	2 CAUTIOUS Preference for safe delivery options that have a low degree of residual risk and only a limited reward potential.	3 OPEN Willing to consider all potential delivery options and choose while also providing an acceptable level of reward.	4 SEEK Eager to be innovative and to choose options offering higher business rewards (despite greater inherent risk).	5 SIGNIFICANT Confident in setting high levels of risk appetite because controls, forward scanning and responsive systems are robust.
FINANCIAL How will we use our resources?	We have no appetite for decisions or actions that may result in financial loss.	We are only willing to accept the possibility of very limited financial risk.	We are prepared to accept the possibility of limited financial risk. However, VFM is our primary concern.	We are prepared to accept some financial risk if appropriate controls are in place. We have a holistic understanding of VFM with price not the overriding factor.	We will invest for the best possible return and accept the possibility of increased financial risk.	We will consistently invest for the best possible return for stakeholders, recognising that the potential for substantial gain outweighs inherent risks.
REGULATORY How will we be perceived by our regulator?	We have no appetite for decisions that may compromise compliance with statutory, regulatory of policy requirements.	We will avoid any decisions that may result in heightened regulatory challenge unless essential.	We are prepared to accept the possibility of limited regulatory challenge. We would seek to understand where similar actions had been successful elsewhere before taking any decision.	We are prepared to accept the possibility of some regulatory challenge as long as we can be reasonably confident, we would be able to challenge this successfully.	We are willing to take decisions that will likely result in regulatory intervention if we can justify these and where the potential benefits outweigh the risks.	We are comfortable challenging regulatory practice. We have a significant appetite for challenging the status quo to improve outcomes for stakeholders.
REPUTATIONAL How will we be perceived by the public and our partners?	We have no appetite for decisions that could lead to additional scrutiny or attention on the organisation.	Our appetite for risk taking is limited to those events where there is no chance of significant repercussions.	We are prepared to accept the possibility of limited reputational risk if appropriate controls are in place to limit any fallout.	We are prepared to accept the possibility of some reputational risk if there is the potential for improved outcomes for our stakeholders.	We are willing to take decisions that are likely to bring scrutiny of the organisation. We outwardly promote new ideas and innovations where potential benefits outweigh the risks.	We are comfortable to take decisions that may expose the organisation to significant scrutiny or criticism as long as there is a commensurate opportunity for improved outcomes for our stakeholders.
QUALITY How will we deliver safe services?	We have no appetite for decisions that may have an uncertain impact on quality outcomes.	We will avoid anything that may impact on quality outcomes unless essential. We will avoid innovation unless established and proven to be effective in a variety of settings.	Our preference is for risk avoidance. However, if necessary, we will take decisions on quality where there is a low degree of inherent risk and the possibility of improved outcomes, and appropriate controls are in place.	We are prepared to accept the possibility of a short-term impact on quality outcomes with potential for longer-term rewards. We support innovation.	We will pursue innovation wherever appropriate. We are willing to take decisions on quality where there may be higher inherent risks but the potential for significant longer-term gains.	We seek to lead the way and will prioritize new innovations, even in emerging fields. We consistently challenge current working practices to drive quality improvement.
PEOPLE How will we be perceived by the public and our partners?	We have no appetite for decisions that could have a negative impact on our workforce development, recruitment and retention. Sustainability is our primary interest.	We will avoid all risks relating to our workforce unless essential. Innovative approaches to workforce recruitment and retention are not a priority and will only be adopted if established and proven to be effective elsewhere	We are prepared to take limited risks with regards to our workforce. Where attempting to innovate, we would seek to understand where similar actions had been successful elsewhere before taking any decision.	We are prepared to accept the possibility of some workforce risk, as a direct result from innovation if there is the potential for improved recruitment and retention, and developmental opportunities for staff.	We will pursue workforce innovation. We are willing to take risks which may have implications for our workforce but could improve the skills and capabilities of our staff. We recognize that innovation is likely to be disruptive in the short term but with the possibility of long-term gains.	We seek to lead the way in terms of workforce innovation. We accept that innovation can be disruptive and are happy to use it as a catalyst to drive a positive change.

The College recognises that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

In terms of priorities, the need to avoid financial, regulatory and reputational risk will take priority over other factors e.g. it will be acceptable to undertake risks in development activities providing they do not expose the College to undue financial, regulatory and reputational risk. Similarly, the College is open to innovation in education and student experience if this supports and enhances its reputation and does not expose it to undue finance or regulatory risks. A balanced assessment must be taken of risks – in many cases there are risks attached to both doing something and doing nothing

The College’s appetite for risk across its activities is provided in the following statements:

- 1) **FINANCIAL** – The College aims to maintain its long-term financial sustainability and its overall financial strength. Whilst targets for financial achievement will be challenging the College has a minimal appetite for risk that puts in peril the long-term sustainability of the College.

- 2) **REGULATORY**– The College places great importance on governance, and has no appetite for any breaches in statute, regulation, professional standards, bribery or fraud. It wishes to maintain accreditations related to courses or standards of operation, and has no appetite for risk relating to actions that may put accreditations in jeopardy

- 3) **REPUTATIONAL** – It is regarded as critical that the College preserves its high reputation. The College therefore has a cautious appetite for risk in the conduct of any of its activities that puts its reputation in jeopardy, could lead to undue adverse publicity, or could lead to loss of confidence by the political establishment and funders of its activities.

The above statements take priority over the statements of areas of risk appetite below.

- 4) **QULAITY**– The College wishes to stimulate students to develop a wish to engage in lifelong learning, encourage an independent attitude and an aspiration to achieve success. It recognises that this should involve an increased degree of risk in developing education and the student experience and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

- 5) **PEOPLE** – The College aims to value, support, develop and utilise the full potential of our staff to make the College a stimulating and safe place to work. It places importance on a culture of equality and diversity, dignity and respect, collegiality, annual reviews, the development of staff, and the health and safety of staff, students and visitors. It has a cautious appetite for any deviation from its standards in these areas.

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Mainstreaming Equality Outcomes 2021-25 and Proposed Equality Outcomes 2025-29

Purpose: To provide a report on the College's progress and continued commitment to fostering an inclusive and diverse environment.

Recommendation: Board members are asked to consider and approve the report.

1. Executive Summary

This report articulates our commitment to embedding equality and sets out the College's progress in fulfilling its responsibilities in accordance with the Public Sector Equality Duty (PSED). The PSED, under Section 149 of the UK's Equality Act 2010, is a legal requirement for public bodies. It mandates proactive efforts to promote equality and address discrimination in all areas of the College's operations.

This report follows a progress review in April 2023 and an interim report in 2024, focusing on the Equality Outcomes which were set for the period 2021-2025. The report also proposes Equality Outcomes for the period 2025-2029.

In January 2023, the Scottish Funding Council (SFC) introduced a set of National Equality Outcomes (NEOs) for colleges and universities to consider and implement. These NEOs have been aligned with the College's existing Equality Outcomes for 2021–2025, as well as the revised Equality Outcomes proposed for 2025–2029.

The report was received very positively by BRIC and recommended to the Board of Management for approval.

2. Associated Risks

The College's Strategic Ambition 2024-2027 has a key focus on ensuring that equality is at the heart of everything we do. Significant equality and inclusion risks have been highlighted within the report, which arise from the effects of intersectionality, the cost-of-living crisis, and the impact of adverse childhood experiences, trauma and deprivation. We continually strive to eliminate all forms of discrimination and support an inclusive and innovative culture that extends beyond the college grounds.

3. Equality and Diversity Impact Assessment (EqIA)

Embedding and advancing equality is the main focus of the paper.

4. Publication

This paper will be published on the College website.

David Davidson
Vice Principal - People, Performance and Transformation
19 March 2025
(Charlotte Mitchell, Equality and Diversity Performance Lead)

**Mainstreaming Equality Outcomes 2021-2025
and Proposed Equality Outcomes 2025-2029**

April 2025

Empowering People for a changing World

Foreword

As our sixth formal response to our Public Sector Equality Duty, this report highlights the progress we have made and underscores our unwavering commitment to fostering an inclusive and diverse environment.

In the two years since our last formal report in 2023, we have made steady, consistent and measured progress, utilising both local and national data to critically assess our efforts, allowing us to make informed decisions and drive meaningful change. Through good practice examples and data analysis, we offer an insight into life at Ayrshire College.

Looking ahead, expanding on our accomplishments and learnings from the last two years, our focus will be on meeting our new College Equality Outcomes. We will achieve success through a series of strategic and focused actions, further enhancing the diversity of our college and removing barriers that prevent individuals from reaching their full potential, whether in their work or learning journeys. Through mainstreaming equality, we are committed to enriching representation, creating an equitable and supportive environment where everyone feels valued, respected, and empowered to succeed.

Ayrshire College aims to be a facilitator of change in terms of equality, not only through reflecting the diversity of our existing community but also by actively encouraging individuals to live, work and thrive in the area. Together we can leverage our collective strengths and experiences to create a more inclusive and equitable environment.

Angela Cox
Principal
Ayrshire College

About This Report

Ayrshire College recognises the diversity of its students, its staff, the community it serves and those it wishes to attract. Ensuring that equality is at the heart of everything we do, it's important that we consider the effects of intersectionality, the cost-of-living crisis, the effects of adverse childhood experiences, trauma and deprivation. We continually strive to eliminate all forms of discrimination and support an inclusive and innovative culture that extends beyond the college grounds.

This report articulates our commitment to embedding equality and lays out our progress in fulfilling the responsibilities set out by the Public Sector Equality Duty (PSED). The PSED, under Section 149 of the UK's Equality Act 2010, is a legal requirement for public bodies. It mandates proactive efforts to promote equality and address discrimination in all areas of the College's operations.

This report follows a progress review in April 2023. The College is also committed to publishing an interim progress report between formal reporting periods. You can access the 2023 formal report and the 2024 progress report using the links below:

[Mainstreaming Report 2023](#)

[Mainstreaming Progress Report 2024](#)

In January 2023, the Scottish Funding Council (SFC) introduced a set of National Equality Outcomes (NEOs) for colleges and universities to consider and implement. These NEOs have been aligned with the College's existing Equality Outcomes for 2021–2025, as well as the upcoming Equality Outcomes for 2025–2029. The College has already taken steps, and will continue to do so, to contribute towards achieving these NEOs while considering its unique context, along with the needs of its students and staff.

[For information on NEOs click here](#)

Where a NEO has not been aligned to the College's new Equality Outcomes 2025 – 2029, this will be taken through other existing and SFC reporting mechanisms.

In This Report

Foreword

01 Our People

02 Equal Pay

03 Mainstreaming Equality 2023 – 2025

04 Equality Outcomes 2021-2025 Progress Report and Setting New Outcomes

Concluding Remarks

Appendix I Equality Outcomes 2021-2025 updated Action Plan

Appendix II Equality Outcomes 2025 – 2029

Appendix III Equality Outcomes 2025 – 2029 Action Plan

01 Our People

We strive to ensure that everyone within Ayrshire College is valued and supported as an individual.

Equality isn't just something that's spoken about, it's lived through inclusive approaches, policies, practices and behaviours.

To help us achieve these aims:

We provide mandatory diversity and equality training to all staff on an annual basis.

We provide Equality Matters e-learning available through the staff learning portal. This covers topic areas such as sexual harassment in the workplace and unconscious bias.

We keep staff up to date with information on training and resources through our Equalities Matters and Staff development Newsletters and through our Viva Sharepoint.

Our HR and OD team holds information on the protected characteristics of our staff, which allows us to monitor equality of opportunity and develop opportunities, processes and policies which meet the needs of our workforce.

Staff can view and update their equalities information at any time through the employee self-service portal.

We established a people-focused Staff Voice Group as one of the mechanisms through which staff can give feedback and influence meaningful change.

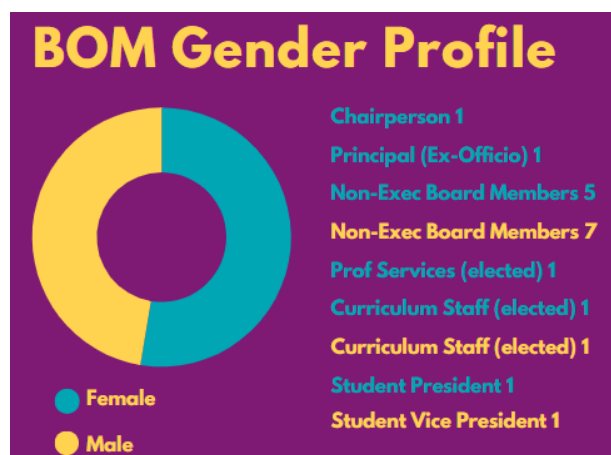
We have a robust governance structure to support embedding equalities into everything we do, headed by the Values Inclusion Equalities and Wellbeing (VIEW) Steering Group.

We have launched our People Strategy that has been developed following the launch of the Strategic Ambition in August.

In order to ensure that we can meet the ever-changing needs of our workforce. It is important that we understand our community.

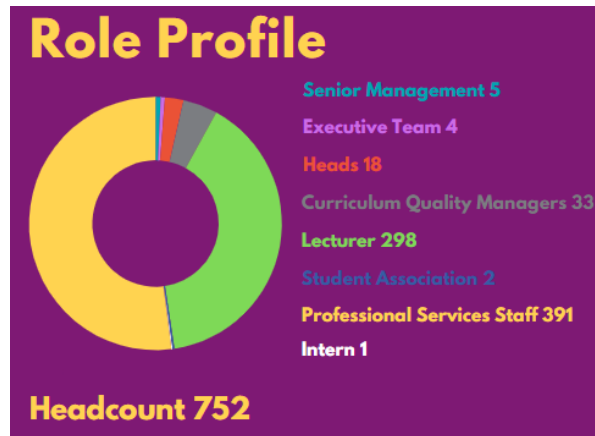
This section includes the following:

- **Board of Management gender profile**
- **Staff equality profile with accompanying analysis**
- **Our response to workforce diversity**
- **Student equality profile snapshot**

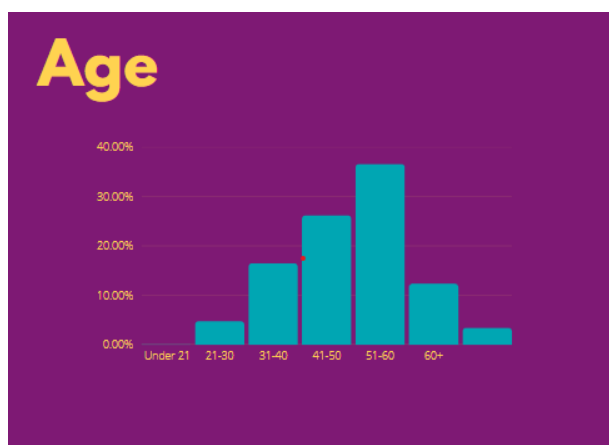


87.87%

Of our staff reside in
Ayrshire



Workforce Diversity Profile (shown as a percentage of total staff on payroll as at December 2024)

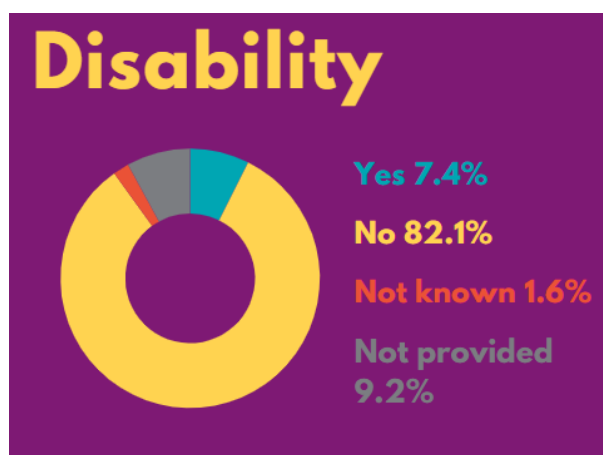


The highest proportion of staff are in the 51 – 60 age bracket at 36.6%, followed by the 41 - 50 age bracket at 26.20%.

This is broadly similar to the [SFC College Staffing Data \(March 2024\)](#) and reflects the Ayrshire population data in Scotland's Census 2022. The age group with the lowest staff representation is under 21 with one employee. In the

period from January 22 – December 24, out of 231 staff recruited, 92 were in the 26-40 and 87 within the 41-55 age groups. A total of 37 staff were in the 56-64 age bracket, 9 in the 21 – 25 age bracket and 4 over 65. In the same period, 26-40 and 41-45 also saw the highest number of leavers, at 34 and 34 (out of 89 leavers).

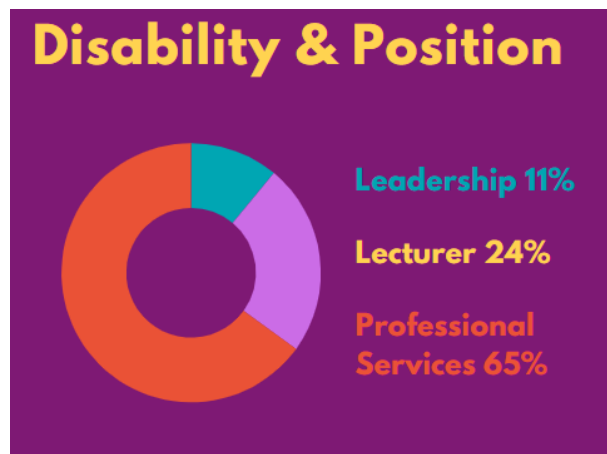
The rate of disclosure has remained consistent since the last report. Staff declaring a long-term health condition is similar to [SFC College Staffing Data \(March 2024\)](#) at 7.5% however, this is not representative of the Ayrshire community, of which 27.45% have declared a long-term health condition which impacts their daily life (Scotland's Census 2022).



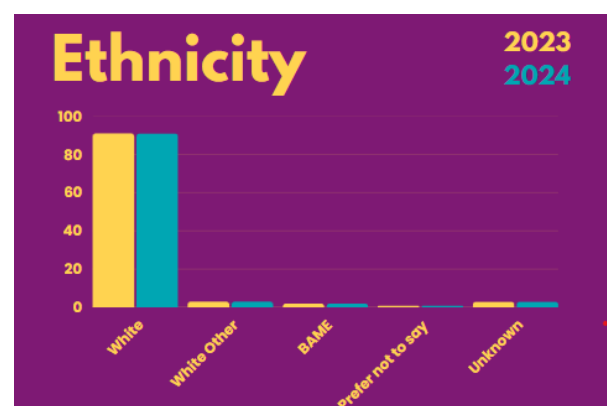
During the January 2022 – December 2024 period, out of 231 staff recruited, 21 declared a disability. During the same period, out of 89 leavers, 7 had declared a disability.

When age and disability are considered together, the greatest proportion of staff declaring a disability are in the 41 – 50 and 51 – 50 age groups. This age range accounts for 60% of staff disclosing a disability. It is known there is a correlation between age and disability and this needs to be considered when supporting an ageing workforce.

As with previous reporting periods, our staff disability profile tells us that staff from the College's professional services areas are more likely to declare a disability, highlighting occupational segregation in relation to disability, and also gender where 65% of staff declaring a disability are females with females occupying 72% of the professional services roles.



Our staff ethnicity profile shows us that the data remained consistent in 2023 and 2024, with the highest proportion of staff having a White UK ethnic origin at 91%, with 3% and 2% respectively identifying as White (other) and BME. The 2022 Scottish Census shows us that 98% of people in Ayrshire identify as

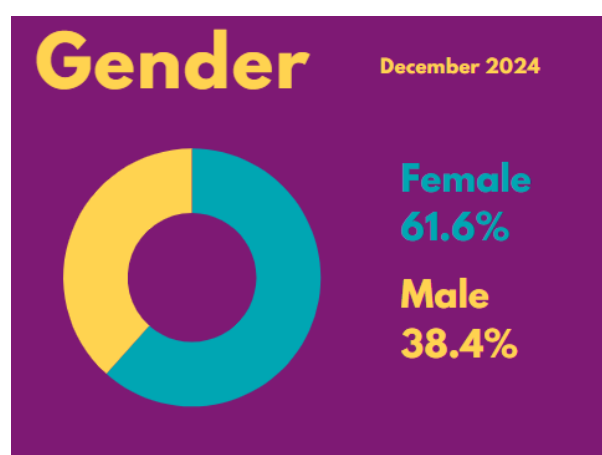


being White, with 1.8% identifying as BAME (including mixed). [SFC College Staffing Data \(March 2024\)](#) shows us that BME made up 2.6% of all FE headcounts. In the period from January 2022 – December 2024, 2 new Ayrshire College staff members identified as BAME and one preferred not to say. In the same period, 2 BAME staff left the organisation.

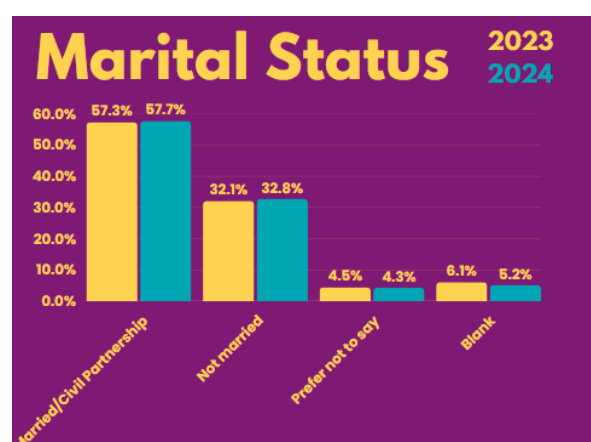
There is an underrepresentation of BAME staff in leadership roles. In the period from January 2022 – December 2024, 2 members of staff in leadership roles identified as BAME, and one preferred not to say. The absence of BAME role models as well as barriers to opportunities for our BAME colleagues should be considered in actions moving forward.



The staff gender split at Ayrshire College has remained consistent across 2023 and 2024 and reflects the SFC College Staffing Data SFC/ST/02/2024, showing females making up 61% of overall headcount in the FE sector. The gender split is also driven by occupational segregation due to the nature of courses at Ayrshire College, therefore, gender parity in terms of staff diversity will remain a key focus moving forward.



In the period from January 2022 – December 2024, out of 231 staff recruited, 78 were male and 152 were female (one was unknown). During the same period, out of 89 resignations, 32 were male and 57 were female.



Maternity and Pregnancy

From January 2022 to December 2024, 26 members of staff were pregnant or were on maternity leave.

Improving Workforce Diversity: Our response

As a major employer in Ayrshire, the College aims to ensure its workforce mirrors the diversity of the communities it serves, while also bolstering the region's economic health. To achieve this, it is crucial to utilise both local and national data to critically evaluate our progress in enhancing workforce diversity.

To this end, we remain committed to the following:

Renew our dedication to increasing the total number of staff between 16-40 years and to continue to monitor the significance of age and gender in relation to College leadership positions.

If we look at our workforce data in relation to age, in comparison to the Ayrshire population (Scotland's Census 2022), we find that this age group is still underrepresented within the Ayrshire College workforce.

In terms of age and gender in relation to college leadership positions, of the 100 female staff aged 16 – 40 years, two are in Curriculum Quality Manager roles. In comparison, of the 60 male staff aged 16 – 40, one is in a Curriculum Quality Manager role, and one is in a Head role.

In terms of divergence in age and gender in relation to College Leadership positions, the 2023 Mainstreaming Equality and Equality Outcomes Progress Report highlighted that this was more apparent in the 41-55 age range. In the period since the 2023 report, there has been a shift in direction, with 23 females now holding Curriculum Quality Manager, Manager, Head, Senior Management or Executive Leadership roles in comparison to 14 as reported in 2023. The figure for males in this age range is now 19 down from the 21 reported in 2023. In terms of senior

leadership within this age range, the number is now 7, up 2 from 2023, with the ratio being 3 females to 4 males.

Refresh our commitment to increasing the total number of staff recruited with a disability and improving the staff disability declaration rate as a specific focus in Equality Outcome 4 (2025-2029).

Actions laid out under Equality Outcome 4 aimed to improve the Colleges disability disclosure rate and encourage those with barriers to employment due to disability to join the Ayrshire College workforce. We know from the Scottish Census 2022 data that 27% of the population of Ayrshire have declared a disability or long-term health condition. As 87.87% of staff reside in Ayrshire, our workforce disability disclosure rate of 7.4%, whilst mirroring the SFC FE Workforce Data figure (7.5%), is still not representative of the community we serve and wish to attract. In addition to this 9.2% of staff do not provide data on disability.

Continuously monitor the total number of Black, Asian and Minority Ethnic (BAME) staff in relation to the diversity profile of Ayrshire and the Further Education Sector and explore how we can identify and break down potential barriers to BAME staff securing leadership roles as a specific focus within Equality Outcome 4 (2025-2029).

The total number of BAME staff as at 2023 was 2%, this figure remained consistent during the reporting period and is comparative to the BAME profile of Ayrshire presented in the Scotland Census 2022 (1.8%). When we look at BAME staff in relation to College position, we find that only 11% of our BAME staff members, which represent 2% of the workforce, are in leadership positions, in comparison to 65% being in professional services positions.

Continue to monitor the number of staff who are lesbian, gay, bisexual, or other, in relation to the diversity profile of Ayrshire and the Further Education Sector

A total of 2.26% of staff declared in 2024 that they are lesbian, gay or bisexual (LGB). This figure has remained steady for the past two years and aligns with the percentage of residents within the three local authorities in Ayrshire, who declared being part of the LGB+ community in the 2022 Census (2.68%). When sexual orientation is considered in relation to college positions, it is shown that LGB+ staff

are not in any College leadership positions. In the period January 2022 – December 2024, out of 89 resignations, 4 were gay men, one was a gay woman 2 were not known, one was other and one preferred not to say.

Continue to monitor the number of staff who are trans and gender diverse in relation to the diversity profile of Ayrshire and the Further Education Sector to inform actions.

In 2024 no staff members disclosed that their gender was different than that assigned at birth. In the period from January 2022 – December 2024, one member of staff declared a gender different to that assigned at birth.

Reflections

Challenges identified in the 2023 Mainstreaming Report, continue to persist here at Ayrshire College, which include:

An ageing workforce with the highest representation from the 41 – 50 and 51 – 60 age groups.

A clustering of male and female staff in traditionally gendered occupations and roles.

A lack of staff diversity in particular roles within the College and in relation to; disability, ethnicity, religion or belief; and sexual orientation.

It is important to note, however, that whilst our workforce closely mirrors the diversity of the community we serve (with the exception of disability), and compared with SFC workforce data, there are still ongoing challenges in achieving fair representation and treatment for all protected characteristics across the sector. This includes issues related to gender, race, disability, and other factors. Colleges Scotland in their Statement of Ambition 2021 – 2026 acknowledges that nearly a third of college students come from Scotland's lowest socio-economic backgrounds, with a supported population of care experienced students. Fifteen per cent of students have a recorded disability and three quarters of those students are studying on mainstream programmes. Advancing social inclusion and delivering equality are a vital part of the impact colleges make, and we need a representative, diverse, culturally competent and equality focused workforce to make that happen.

The impact of the COVID 19 pandemic also exacerbated existing challenges, together with the cost-of-living crisis and a challenging financial environment

In 2021, the College adopted a set of Equality outcomes with Equality Outcome 4 dedicated to improving workforce diversity (see Equality Outcomes Section).

In addition to this, Equality Outcome 2 has a student focus in terms of gender balance within courses, however, it is acknowledged that success in delivering this outcome will impact workforce diversity positively in the future. In the meantime, it is important that there is greater gender balance in terms of teaching staff within gendered curriculum areas to provide a more inclusive learning experience.

As workforce diversity is still a priority as we move into the new reporting period (2025 – 2029), this is reflected in our new Equality Outcome 4.

Steps being taken to improve workforce diversity

Hiring Manager Toolkit

The hiring manager toolkit, introduced in January 2021, is a crucial training resource designed to support college line managers in their recruitment roles. It provides essential guidance on vacancy requests, advertising, shortlisting, selection offers, and pre-employment (onboarding). The training places significant emphasis on legal and equality issues, ensuring managers have a comprehensive understanding of their duties and responsibilities. Additionally, the toolkit includes unconscious bias e-learning, which is vital for managers to recognise and challenge their own biases and assumptions, particularly in the context of recruitment and selection.

Since it was introduced, a total of 96 staff members of staff have completed the hiring manager training. Five of those completing do not have line management responsibilities, however, they completed the training for the purposes of professional development.

Growing Leaders Framework (Aspire)

In 2022 the Aspire programme was introduced as part of the Growing Leaders Framework to enable the aspirations of the [Ayrshire College Statement of Ambition 2030](#) and [Refresh and Renew Plan 2021-24](#). The aim of the programme is to develop the skill set of staff who aspire to succeed in leadership roles across the College.

The programme includes an innovative and unique learning approach, offering our people the chance to practice leadership in a strategic context. This practical management exposure is essential for those aspiring to senior roles to demonstrate the necessary capabilities. The programme focuses on leadership skills, manager resources, a mentor toolkit, candidate resources, tailored workshops, and project brief/toolkit. Additionally, equality and diversity are addressed both as a dedicated workshop topic and integrated throughout the programme.



- 70 applications across both years.
- 20 high performing candidates selected across two cohorts, 10 curriculum and 10 support.
- 55% of candidates selected were female
- 100% of all candidates agreed the programme provided them with new knowledge and skills which added value to their current role as well as prepared them for future roles.
- 25% of Aspire Graduates have since moved into promoted roles.
- We have a thriving pipeline of talent which we will continue to invest in post-programme, adding value now and in the future.

SUSE Scotland Assessment

The Scottish Union of Supported Employment (SUSE) serves as the national representative body for supported employment providers, aiding workplaces in ensuring that disabled individuals and those with long-term health conditions have access to employment opportunities. In March 2024, the College collaborated with SUSE to carry out a user experience employer assessment, focused on accessibility. The assessment evaluated both the physical environment and key processes within the recruitment cycle. From the assessment, the College received positive feedback accompanied by a recommendation for additional staff training, prompting a review of equalities training and training on reasonable adjustment.

Impact

The College is making progress towards improving its workforce diversity, attracting applications from a more diverse pool of candidates and there is a steady increase in staff members who are declaring a disability.

This work needs to be approached with the acknowledgement that inequality extends beyond the key protected characteristics and is further exacerbated by income, wealth, living standards, health, education, labour market participation and life chances.

As an employer, Ayrshire College is committed to advancing equality of opportunity, fostering good relations and eliminating unlawful discrimination. We are committed to having a work environment where all employees are treated as individuals and with dignity and respect.

There is a steady increase in staff members declaring disabilities. This effort acknowledges that inequality extends beyond key protected characteristics and is further influenced by factors such as income, health, education, labour market participation and life opportunities.

Moving forward, through an annual Diversity Monitoring Report, the College will continue to monitor the challenges relating to age, disability, race and sexual orientation with the aim of future actions being informed by this information.

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Student Equality Profile: at a glance:

Academic Year 2023-2024 application and enrolments

13,394 Ayrshire College students enrolled

43% of students are aged 16-19

8% of students are lesbian, gay, bisexual or other

51% of students are male

47% of students are female

1.1% of students are trans or gender diverse

83% of students have a white Scottish background

13% of students have a declared disability

64% of students stated they had no religion or belief

02 Equal Pay

In April 2023, the college reported a gender pay gap between male and female staff as follows:

- a mean gender pay gap of 11.59% (full-time) and 11.70% (part-time)
- a median gender pay gap of 26.77% (full-time) and 16.07% (part-time)

We acknowledge that occupational segregation exists within the College and are committed to eradicating pay bias.

This section contains the Colleges Equal Pay Statement, the Gender Pay Gap Report and our response with regards to tackling this.

[Quote:] “The gender pay gap is complex and is symptomatic of gender inequality. It is for this reason the College has long taken a whole-college approach to gender equality.”

Workforce Gender Breakdown (Snapshot as at 31/03/2024)

38% Male (37%)

62% Female (63%)

Gender breakdown is consistent with the 2023 review and in line with the College Sector as a whole.

Mean gender pay gap based on full-time hours is **10.36%** (11.59%)

Mean gender pay gap based on part-time hours is **7.97%** (11.70%)

Mean hourly rate (full-time) male is **£20.98** (20.79%)

Mean hourly rate (full-time) female is **£18.80** (18.83%)

Mean hourly rate (part-time) male is **£20.01** (20.05%)

Mean hourly rate (part-time) female is **£18.41** (17.71%)

Median gender pay gap based on full-time hours is **29.53%** (26.77%)

Median gender pay gap based on part-time hours is **11.36%** (16.07%)

Median hourly rate (full-time) male is **£23.74** (23.27%)

Median hourly rate (full-time) female is **£16.73** (17.03%)

Median hourly rate (part-time) male is **£22.62** (23.27%)

Median hourly rate (part-time) female is **£20.05** (19.53%)

Disability Pay Gap Review

The mean disability pay gap on the basis of full-time hours is **4.44%**

The mean disability pay gap on the basis of part-time hours is **-3.51 %***

Ethnicity Pay Gap Review

The mean ethnicity pay gap on the basis of full-time hours is **6.31%**

The mean ethnicity pay gap on the basis of part-time hours is **-8.49%***

* a minus (negative) value indicates that the group being compared is, on average, paid more than the reference group.

Ayrshire College's Equal Pay Statement

Ayrshire College is committed to the principle of equal opportunities in employment, and, more specifically, that pay should be awarded fairly and equitably regardless of age, disability, gender identity, marital status, pregnancy and maternity, race, religion or belief (including no religion or belief), sex, and sexual orientation. The College believes that all staff should receive equal pay for work of equal value, for the same work or broadly similar work and work rated as equivalent.

The mechanisms which determine pay and conditions of service for curriculum and support staff across the Sector are considered and set nationally through the National Joint Negotiating Committee (NJNC), following the reintroduction of national bargaining across Further Education. During the review period of this report, a framework for job evaluation for all support staff roles was introduced and this work continues through the nationally agreed processes. The College will continue to undertake regular equal pay reviews, publish the outcome of these in relation to gender and take steps to improve occupational segregation in relation to gender, disability and race. Undertaking an equal pay review supports the College to identify and work towards removing any pay gaps which cannot be objectively explained.

The College acknowledges that the existence of any pay gap in relation to gender, disability or race, for example, is underpinned by many factors some of which lie beyond employment practice and policy. These factors may differ in relation to gender, disability and race and the intersectionality of identities may also influence or compound a workplace experience.

The commitment to achieving equal pay therefore, must be seen in the context of the College's wider strategic aims as demonstrated primarily in the [College's Strategic Ambition 2024 – 2027](#) and Equality Outcomes 2025-2029. These strategic frameworks support the College to strengthen its position as an inclusive and diverse organisation and also impact positively on Ayrshire. A modern and diverse workforce, encouraged to use their talents and develop their skills is integral to the success of the College. It is with this understanding, any existing pay gaps will continue to be addressed by proactively tackling, where possible, the causes of a pay gap. The Board of Management, including the Principal, are responsible for ensuring that all staff are treated fairly and equitably. The Vice Principal – People, Performance and Transformation is responsible for ensuring that the College's employment practices

and policies comply with equal pay legislation. The College continues to negotiate and consult with its recognised trade unions through the Local Joint Negotiating Committees (LJNC) on matters which are not subject to national agreement.

Our Response to the Gender Pay Gap

The College is committed to gender parity. This is achieved through the implementation of the Growing Leaders Framework, the offering of funded accreditation, such as the TQFE qualification, and by supporting opportunities to work flexibly wherever possible.

Evolve Leadership Development Programme

In March 2023 the College consulted with staff on future College requirements. One of the key areas of focus identified was to embed outstanding leadership at every level of the organisation. Leadership that is positively impactful and building upon the examples of good practice to enable a high-performing organisation.

Evidence supports that clearly defined leadership competencies, underpinned by a comprehensive programme of development, is central to helping to achieve this. The Ayrshire College Leadership Competency Framework and associated Evolve Leadership Development Programme was established. The Evolve Leadership Programme is for current leaders and managers and sits within the Growing Leaders Academy, alongside the Aspire Growing Leaders Programme for emerging leaders. The programme is designed around 3 new leadership competences; Engages and Inspires Others, Grows People and Teams and Embraces Collaboration. As with the Aspire programme for budding leaders, equality and diversity themes are embedded into the programme and in addition to this, there is a workshop dedicated to Equality Impact Assessment.

Flexible Working Requests

Between April 2023 and January 2024, mirroring the previous reporting period, the College received 9 flexible working requests. Of these requests, none were withdrawn and nine were approved. All requests were made by female college staff with 44% of these related to childcare/dependants/caring responsibilities.

03 Mainstreaming Equality

To mainstream equality is to embed equality into the everyday functions, activities and processes of the College to ensure that we can demonstrate that we are meeting the three needs of the general duty under our Public Sector Equality Duty:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advancing equality of opportunity between people from different protected characteristic groups
- Fostering good relations between people from different protected characteristic groups, tackling prejudice and promoting understanding between people from different groups

By mainstreaming equality in this way, the College continually enhances the experiences of students and staff, making a meaningful contribution to the inclusion and wellbeing of the community it serves.

We evaluate the College's progress in mainstreaming equality on an annual basis and the College has remained committed to enhancing the experience of students and staff across all protected characteristics.

Since the April 2023 report, the College has continued to work towards the six mainstreaming focus areas established in 2021:

1. Strategic vision, approach and governance arrangements
2. Curriculum content and/or design
3. Raising awareness
4. Supporting student success
5. Supporting staff success
6. Partnership working

Progress being made to mainstream equality

<https://www1.ayrshire.ac.uk/media/9333/ayrshire-college-statement-of-ambition-2030.pdf>

The College positioned equality and inclusion as a key ambition in its new Strategic Ambition 2024 – 2027 and has implemented its College Operating and Enhancement Plan (COEP) and Team Operating and Enhancement Plan (TOEP) process to enable continued success, through which teams are asked to align and map their objectives to the current College Equality Outcomes.

In addition to this strategic commitment to equality and inclusion the Values, Inclusion, Equality and Wellbeing (VIEW) steering group oversees five operational sub-groups aligned with our Equality Outcomes 2021-2025.

We have reviewed the Equality Impact Assessment (EqIA) process, focusing on a robust governance process and streamlining with digital tools to enhance support and embed the practice at all levels of leadership. EqIAs are completed for all Board of Management and Committee papers, as required, and for all policies, decisions, and changes across the College, in line with our responsibilities under the Public Sector Equality Duty.

In 2024, EqIA training was rolled out to all levels of management, through the Evolve leadership development programme with over 60 staff members taking part. An EqIA e-learning module will be available through the new staff learning management system which will be introduced in March 2025.

The College is committed to the ongoing and continuous improvement of its physical environment to support inclusion and increase accessibility. This is reflected in the new Willie Mackie Skills Hub at our Kilwinning Campus, an accessible, cutting-edge, low-carbon facility, dedicated to vocational training in both sustainable and SMART technologies, alongside traditional construction trades. The two-storey building features the latest industry-standard tools and equipment, providing students with an exceptional learning experience.

To complement the student counselling service, the College now provides a dedicated counselling room on each campus, designed to offer a comfortable and safe environment for students seeking mental health support, a quiet space for reflection or practicing faith. These rooms are equipped with resources to support a variety of wellbeing activities.

Curriculum Content and/or design

The College continues to support initiatives which were previously reported as examples of how we are embedding Equality into the curriculum. These include Essential Radio, an innovative Ayrshire College Foundation funded College radio station, delivered by students and supported by the Kilwinning Campus Essential Skills team. Essential radio offers practical experience to enhance students' leadership, presenting, numeracy and communication skills and provides the College with an invaluable communication tool, keeping students and staff informed.

The Mental Health United Project continues to enjoy success with over 30 male participants, including students, staff and members of the wider community. The group meets weekly, supported by the Kilmarnock Campus sports curriculum area, for the purpose of tackling isolation and uses football as a vehicle for encouraging males to open up about their mental health. The provision which is supported by students and staff has recently been complemented by the addition of #BeAwesome, a female only mental health sports group.

16 Days of Action

Ayrshire College in partnership with Ayrshire College Student Association and our Police Scotland Liaison Officer delivered a programme of events throughout the 16 Days of Action, which is a campaign to raise awareness of, and call an end to, violence against women and girls. In celebration of our new Willie Mackie Skills Hub, we enlisted the help of the level 4 joinery and plumbing students at Kilwinning to produce wooden placards to be used in the East Ayrshire Reclaim the Night March, hosted at our Kilmarnock Campus on Tuesday 5 December 2023 and supported our partners, The STAR Centre (formerly Rape crisis) to host in December 2024.

To put the project in context for the students the College's Police Liaison Officer, delivered a series of 'Not that Guy' workshops to the students before creating the placards as a practical task and contributing to the success of the campaign.

In December 2024, the Not That Guy workshop was rolled out to classes within trades and construction at Ayr Campus and as a member of the Violence Against Women Partnership in South Ayrshire, our sports Students took part in the White Ribbon Cup football tournament, to raise awareness of violence against women and girls and male allyship.



Good Practice Example: Mummy is a Train Driver

As part of International Women's Month in March 2024, over 60 students from Early Years Level 6 Classes at Kilmarnock Campus welcomed Heather Waugh, former train driver with Scotrail.

Heather has progressed her career and is currently the only female freight train driver in Scotland. The purpose of the visit was to highlight the career paths available to women and girls within the traditionally male dominated rail industry and to address misconceptions about careers that can start at an early age. The presentation highlighted the importance of using non-gendered language and presenting positive role models when interacting in the early years environment.

“Those working in early years can have a real and positive impact on the career choices young people make by ensuring their language is inclusive and that the young people they work with have access to positive examples, inspiring role models and see themselves represented in the resources and learning materials available to them” [Heather Waugh].

Scotrail donated a supply of the Butterfly Book, “My Mummy is a Train Driver,” to be used as a resource in preparing our early years practitioners of the future to inspire young people with regard to their future careers.

“It was Inspirational as she was the only woman freight train driver, and it highlights that woman can do anything” [Early Years Student]

Good Practice Example: Building Future Pathways

In March 2023 Ayrshire College committed to ensuring alignment with the Scottish Government’s ambition to prevent Adverse Childhood Experiences (ACES) and to support resilience and recovery of all children and adults affected by psychological trauma. Part of the Government’s commitment includes investment of over £6 million since 2018, to establish a National Trauma Training Programme, led by NHS Education for Scotland (NES) to support a trauma-informed and trauma-responsive workforce and services across Scotland.

The Building Future Pathways project was a 14-week trauma-informed practice (TIP) based course, led by the Hairdressing, Beauty, Complementary Therapies and Makeup Artistry (HBCM) department. The project focused on students at SCQF level 3/4 who require a more flexible, personalised and nurturing approach to reach their full potential. It ran as a pilot from February 2023 until June 2023 to best support learners who were not ready for an August enrolment date.

The trauma informed practice principles of safety, choice, trust, collaboration, and empowerment were used as the guiding principles for the ethos of the course approach. The course comprised of three non-accredited personal development units and three accredited self-development units. The units integrated delivery of vocational skills, alongside wellbeing/self-development skills for life, learning and work. The reduction in accredited units along with the self-development units

selected, supported flexibility in delivery and integration of vocational skills, alongside wellbeing/self-development skills.

The main aims of the course, which we named Building Future Pathways (BFP) was to develop, connect and empower students to be successful in learning and life at the level appropriate to their current needs.

[Quote] *“We aim to consciously provide a nurturing, personalised, supportive, and safe learning environment which focused on basic vocational practical skills and knowledge in an area of interest, alongside the interpersonal and essential skills required for future progression”.*



The project was named the overall winner in the Health and Wellbeing category of the College Development Network (CDN) Awards on 14 November 2024. The CDN awards recognise the talent, innovation and achievement demonstrated by Scotland's colleges, their staff and their learners.

Good Practice Example - LGBT+ Charter Mark

In March 2024, the College was awarded the LGBT Youth Scotland Foundation Charter Mark. The Foundation accreditation, part of LGBT Youth Scotland's Charter Programme, supported by the Scottish Government, is organisation wide and will be held until 2028 at which point, the College aims to achieve the Gold Charter Award. The work to support the accreditation was led through the Colleges VIEW Safe and Included Group, which consists of student representation and staff from both curriculum and professional services areas. Work towards the accreditation involved 81 members of staff undergoing e-learning, with 20 staff members receiving face to face training from LGBT Youth Scotland. The award journey was communicated to staff via the Equality Matters Newsletter and to the Students via the Student Association's LGBTQI Students Group.



[Side Quote] Charlotte Mitchell, Equality and Diversity Performance Lead;

‘The LGBT Foundation Charter Mark demonstrates the Colleges commitment to LGBT equality and helps us to create a safer and more inclusive environment within which our LGBT community can learn, work and achieve’

Good Practice Example: Menopause Support

Following on from a staff Menopause Support group being established in 2022, the College launched the Staff Menopause Policy in June 2023. It was identified at that time that in order to retain the original purpose of the menopause support group, there needed to be a working group established to develop a menopause action plan and progress the work around menopause therefore, in June 2023, the Menopause Action group, led by staff from across the College, was established.

Menopause Awareness Day in October 2023 was used to launch the Menopause Action Group, promote the menopause policy and raise awareness amongst staff. Activities included inviting male staff to a panel discussion about menopause, which was well attended, with a strong representation from College leadership, and menopause conversation cafes on each campus.

The Menopause Action Group established a network of twelve Menopause Champions who are staff from across the College with lived experience of menopause and who are trained by the NHS to provide support and signposting to staff and students who are experiencing menopause symptoms.

As well as a staff menopause support group, the College has worked with the Student Association to establish a student support group with both support groups offering peer support, information and resources.

In 2024, the Menopause Action Group conducted a consultation with college staff to determine the extent to which Menopause is affecting staff, both those experiencing symptoms and those supporting staff with symptoms.

There were 118 respondents to the survey. 64% of respondents reported experiencing perimenopause or menopause. 60% of respondents who reported having symptoms said that this affected their day-to-day work (to varying degrees).

17% of respondents reporting symptoms said that that these were moderate or severe and 12% said that they had taken time off work due to symptoms.

It was reported that 64% of respondents with line management responsibilities advised that they were only somewhat confident in supporting a staff member with menopause symptoms and 27% of those with line management responsibilities reported that they were not confident at all with supporting a staff member with menopause symptoms.

The results of the consultation have been presented to a College Leadership Forum and actions have been identified which will be reflected in the new Menopause Action plan which is currently under review. Actions include staff training in both supporting staff with menopause symptoms and with regard to reasonable adjustment. The Menopause Action group is also considering Menopause friendly accreditation.

Good Practice Example: Challenging Gender Stereotypes, Secondary School Pan Ayrshire Event

Ayrshire College is committed to ensuring that everyone has the opportunity, no matter their gender, to pursue a course and career of their choice.

In June 2023, we invited our local secondary schools to help us with this by challenging the gender stereotypes that still exist and influence young people's decisions about their subject choices and career progression.

We invited 60 children from each secondary school in Ayrshire (1152 in total) to attend a two-day taster event, where the pupils had the opportunity to take part in a range of curriculum activities that showcased the opportunities available at the College.

Prior to their visit, the College provided schools with a class activity that focused on removing stereotypical career pathway assumptions dependent on individual gender identity. This session included examples and student testimonial videos from across the college to break down misconceptions relating to gender roles.

Students were then timetabled to attend sessions across the following curriculum areas; care, computing, creative, early years, hairdressing and beauty, hospitality, science and engineering, sport and trades ensuring that all students got the opportunity to participate in areas where there is a traditional gender imbalance.

Staff member quotes:

'Pupils had a good look around the College, meet staff and experience aspects of college life. It was a good opportunity to help students engage with the curriculum. It was good to see pupils engage with unexpected subject areas.'

Pupil quotes:

'It was fun to explore different things in science and I liked wearing the coat and glasses.'

Following its success, due to a delay as a result of industrial action, plans for an event in June 2025 are underway. The impact of the project will be monitored on an ongoing basis.

Good Practice Example: Connecting Communities

Connecting Communities is a fully inclusive and sustainable partnership that has been developed between the local government, local employers and Ayrshire College. The Connecting Communities Initiative has been recognised politically in both the Scottish Parliament and in the House of Commons where the impact has received cross-party support, as well as receiving a Green Gown and CDN Award.

In March 2022, the College Development Network (CDN) Research and Enhancement Centre published evidence from a two-year national sector inquiry into the role of colleges in addressing the poverty crisis in Scotland. Much of what was learned derived from the outstanding work delivered at our college in terms of addressing how colleges can tackle the tangible barriers faced by our communities around food poverty, digital poverty, fuel poverty, and period poverty. Working with our communities brings a rich educational experience to our staff, students and employers. On any given day our students enjoy a full range of experiences working with children from pre-school age to hosting our Older Adult Group, designed to improve mental and physical health. In addition to the daily offering of community outreach, we also hosted Ayrshire Sportsability Festival, the largest festival of sport for people with additional support needs in the south of Scotland. Not only does this invigorate our community it provides a range of immeasurable benefits for our students. Connecting Communities links with the Building Better Futures project that has been implemented by the College to develop the skills that people require to lead healthy, productive and successful lives. Our impact on the community is

significant as we are responding to the Scottish and UK Governments' Tackling Child Poverty Delivery Plan, amongst other national policies. Our Connecting Communities initiative redefines the College as a safe space that provides not only national qualifications but also ensures that we are promoting fair access for all.

As well as promoting wellbeing through the delivery of healthy eating and physical activity sessions for families, the initiative encompasses the Mental Health United male-only football-focused mental health support group.

The Connecting Communities initiative was recently recognised at the prestigious Green Gown Awards, receiving the award for Benefiting Society and also winning the Health and Wellbeing award at the College Development Networks award ceremony in November 2023.

Good Practice Example: Black History Month

The Ayrshire Equality Partnership hosted a Black History Month event at Ayrshire College, Kilmarnock Campus, in October 2024, titled, Black History Month – An Ayrshire Perspective. With over sixty attendees, the event was open to students, staff, stakeholders and the public, and explored the rich history and contributions of the Black community in Scotland and Ayrshire through engaging discussions and presentations.

Guest speakers included Dr Trent Kim, University West of Scotland; Pauline Brown, NHS Ayrshire & Arran; Dr Santanu Acharya, NHS Ayrshire & Arran and Felicia Taiwo, Powerful African Women in Ayrshire.

The Ayrshire Equality Partnership consists of Ayrshire College, NHS Ayrshire and Arran, University of the West of Scotland, Police Scotland, the Scottish Fire Service, East, South and North Ayrshire Councils and the Terrence Higgins Trust, and exists to apply a collaborative approach to equality and diversity across Ayrshire.

The event was important for the area as it acknowledged that the erasure of Black history from European teachings is a longstanding issue, deeply rooted in colonialism, racism, and Eurocentric biases. This erasure has minimised the visibility of Black communities' contributions. The event provided an excellent insight into black history from an Ayrshire perspective, with every contributor adding their own

unique stories, experiences and perspectives. It highlighted how interwoven Black history is with Scotland and Ayrshire and to appreciate the rich diversity of our local history, we need to acknowledge and celebrate the contributions and achievements of our black communities.

“Scotland and India share a rich history, which wasn’t always rosy, but demonstrates a connection born out of an interest in trade in cotton, muslin, and other textiles, tea, architecture and engineering. Influences from this relationship are still evident today in both countries”. Dr Santanu Ancharya, Consultant Gynaecologist and Obstetrician, NHS Ayrshire and Arran.



04 Equality Outcomes

In April 2021, the College published a set of four Equality Outcomes, designed to address identified, data-driven equality needs. These outcomes serve as a framework to tackle the most significant and persistent inequalities affecting individuals at Ayrshire College. They represent the greatest opportunity to impact positively the lives and experiences of those disproportionately affected by inequality due to their protected characteristic(s).

In addition to the College's Equality Outcomes, the Equality and Human Rights Commission (EHRC) and the Scottish Funding Council (SFC) established a strategic partnership to strengthen leadership and oversight in addressing systemic inequalities in the tertiary education sector. This partnership led to the development of National Equality Outcomes (NEOs), with the expectation that educational institutions across Scotland would contribute to these as part of their Public Sector Equality Duty.

The College aligned the NEOs with its 2021–2025 College Equality Outcomes (CEOs) and will continue to integrate these with the 2025–2029 CEOs. This ongoing commitment reflects our dedication to fostering an inclusive culture and environment—one where opportunities are accessible to all, and diversity is recognized, respected, and celebrated.

Success of our Equality Outcomes 2021 - 2025

As reported in the April 2023 [Mainstreaming Equality 2021-2023 and Equality Outcomes 2021-2025 report](#), and the [Mainstreaming Equality 2021-2023 and Equality Outcomes Review in February 2024](#), the College has progressed actions across the College's four equality outcomes.

When measuring progress, it's important to remember that any advancements in supporting and enhancing equality occur against a backdrop of persistent societal and cultural injustices. Our aspirations must be measured and steady, with the understanding that sustained and meaningful impact takes time. The College's key priority is to create an environment where all staff understand their role in advancing equality and where impactful change can happen.

Equality Outcome 1

Students and Staff with protected characteristics most likely to experience hate, report that they feel safe while engaged in study or work

Aligned to National Equality Outcomes:

- Disabled staff and students report feeling safe in the tertiary system
- Trans staff and students report feeling safe to be themselves in the tertiary system
- Staff and students feel supported and safe and are confident that complaints of harassment or bias on the grounds of race will be dealt with appropriately because complaints procedures are fit for purpose and offer effective redress
- Students and staff report that they have confidence in institutional report and support mechanisms because they are fit for purpose.
- Lesbian, Gay and Bisexual staff and students report that they feel safe being 'out' at university and college
- Institutions should also have regard to attainment levels by racial group and ensure that their curriculum is diverse and anti-racist.

The College set itself the following indicators to measure success:

- Improved awareness and analysis of the student experience in relation to safety and inclusion
- Improved student and staff uptake in accessing support
- Improved student awareness of hate crime and the support available
- Improved staff awareness of hate crime and support available

We have:

2016 students from 149 classes have taken part in workshops delivered by the Police Liaison Officer (from June 2023 – June 2024)

479 Students have taken part in Hate Crime Workshops (from April 2023)

60 students took part in a presentation by the Muslim Women's Resource Centre on the experiences of Hate Crime and the Muslim Community

44 Students took part in the I AM ME, disability hate crime workshop

6 dedicated Hate Crime events were held across three campuses during Hate Crime Awareness week 2023 and 2024, including pledge signing and Hate Crime Drop in sessions

Delivery of staff information session on the changes to Hate Crime Legislation which came into effect in April 2024.

Promoting the Equality Matters e-learning modules across all protected characteristics and continuing to develop the Equality Matters section on the Staff Learning portal

Known Impact:

90% of students believe all students at the College are treated fairly by staff. This is an increase of 2% on previous AY and 2% above the rate of all FE respondents (SSES AY 2023/24)

88% of students feel like they are part of the college community. This is a 2% increase from the previous year (SSES AY 2023/24)

97% of students are satisfied with their college experience (an increase of 3% from the previous 2 years (SSES AY 2023/24)

0 Staff grievances during the reporting period on the grounds of harassment or bullying based on a protected characteristic

In AY 2023 – 2024, there were no Safeguarding concerns recorded in relation to hate crime, bullying, discrimination and harassment based on protected characteristics

In AY 2023-2024, **40** complaints were recorded that mentioned a protected characteristic. None of these complaints related to hate crime. The highest number of these complaints mentioned a disability. Out of the 40 complaints, 14 were upheld, 15 were not upheld, 10 were resolved with no further action and one was withdrawn. It is important to add that whilst a complaint may mention a protected characteristic, this does not necessarily mean that the complaint relates directly to the protected characteristic.

From April 2023 to January 2025 there have been **46** reports submitted through Report and Support, 18 reports were in respect of one or more protected characteristic. 16 required no further action, 25 required further action and 5 were referred to the College's complaints process.

Equality Outcome 2

Curriculum areas with a male or female student gender imbalance greater than a 75:25 ratio have improved.

Aligned to National Equality Outcome

- Institutions will have regard to significant imbalances in courses and take action to address it

We have:

- Set annual priority actions through Team Operation and Enhancement Plans
- Reviewed the Gender Leadership Group with a view of tackling gender imbalance in those curriculum areas affected and delivering preventative work to address curriculum areas or individual courses within gender balanced curriculum areas.
- Delivered the Gender Leadership Schools Event which involved **1152**, S1 school pupils from across Ayrshire's secondary schools taking part in a two-day event with a specific focus on challenging stereotypical career pathway assumptions dependent on individual gender identity.
- Committed to hosting the Gender Leadership Schools Event annually.
- Delivered the Below the Surface event, promoting career pathways in hair, beauty therapy, complementary therapy, barbering and makeup artistry with a focus on making these as accessible as possible to non-traditional applicants.

Known Impact:

The number of females enrolled on **Construction, Technology & Trades** courses has remained consistent at 6% from AY 2022-2023 to 2023-2024. In AY 2023-2024, 14% of female students withdrew in comparison to 8% in 2022 – 2023. In AY 2022-2023, 88% of female students attained, compared to 83% in 2023 – 2024, representing a **5%** decline in female attainment on the courses.

The number of females enrolled on **Aeronautical Engineering** courses has increased by 3% from AY 2022-2023 to 2023-2024. In AY 2023-2024, 10% of female students withdrew in comparison to 12% in 2022 – 2023. In AY 2022-2023, 82% of female students attained, compared to 87% in AY 2023/2024, representing a **5%** improvement in female attainment on the courses

The number of females enrolled on **Engineering & Renewables** courses has increased by 1% from AY 2022-2023 to 2023-2024. In AY 2023-2024, the withdrawal rate doubled to 16% of females in comparison to 8% in 2022 – 2023. In AY 2022-2023, 82% of female students attained in comparison to 61% in AY 2023-2024, representing a **24%** decline in female attainment on the courses.

The number of females enrolled on **Computing** courses decreased by one from AY 2022-2023 to 2023-2024. In AY 2023-2024, 14% of female students withdrew in comparison to 15% in 2022 – 2023. In AY 2022-2023, 77% of female students attained in comparison to 79% in AY 2023-2024, representing a **2%** improvement in female attainment on the courses

The number of females enrolled on **Games Development** courses has increased by 3% from AY 2022-2023 to 2023-2024. In AY 2023-2024, 11% of female students withdrew in comparison to 9% in 2022 – 2023. In AY 2022-2023, 83% of female students attained in comparison to 80% in AY 2023-2024, representing a **3%** decline in female attainment on the courses

The number of males enrolled on **Early Years Education** courses has remained consistent at 4% from AY 2022-2023 to 2023-2024. In AY 2023-2024, 33% of male students withdrew in comparison to 40% in 2022 – 2023. In AY 2022-2023, 57% of male students attained in comparison to 47% in AY2023-2024, representing a **10%** decline in male attainment on the courses

The number of males enrolled on **Hairdressing, Beauty, Complimentary therapies & Make Up Artistry** courses has increased by 1% from AY 2022-2023 to 2023-2024. In AY 2023-2024, 30% of male students withdrew in comparison to 46% in 2022 – 2023. In AY 2022-2023, 66% of male students attained in comparison to 78% in AY 2023-2024 representing a **12%** improvement in male attainment on the courses

The number of males enrolled on **Health & Social Care** courses has increased by 2% from AY 2022-2023 to 2023-2024. In AY 2023-2024, 42% of male students withdrew in comparison to 19% in 2022 – 2023. In AY 2022-2023, 74% of male students attained in comparison to 66% in AY 2023 – 2024, representing an **8%** decline in male attainment on the courses

Equality Outcome 3

The rates of retention and attainment of male students with a mental health condition have improved.

Aligned to National Equality Outcomes:

- The success and retention rates of college and university students who declare a mental health condition will improve.
- Men (staff and students) know how to access mental health support (recognising intersectionality within that group)

Known Impact:

Delivered **26** Cocaine Awareness workshops to **311** students in the STEM curriculum area since April 2023 in conjunction with Suicide Prevention input to highlight the link between substance use and suicide amongst young males and raise awareness of a package of support.

Hosted a Pathways of Hope, Suicide Prevention Event on each campus.

Delivery of **18** Hope for Tomorrow workshops to **187** students since April 2023 to discuss suicide and reduce the stigma of suicide. These sessions largely focused on male-populated classes.

The introduction of male mental health drop-ins throughout AY 2023 – 2024, hosted by the Student Association's Men's Officer who was a qualified Men Matter Scotland support worker.

Reviewed and refreshed the Student Mental Health agreement

AY 2023/24 saw an increase in counselling sessions by **31%**. **60%** (124) of the student referrals started counselling, attending 597 counselling sessions. **56%** of students starting counselling fully completed the recommended therapeutic course.

90% said they felt better after their treatment compared to before. **93%** said they would recommend the Counselling Service to fellow students. **15%** of those using the service in 2023/24 were male. **100%** of respondents felt they were listened to, and their concerns were treated seriously.

2% of male students in AY 2023/2024 declared a mental health condition. This was consistent with the declaration rates in 2023/2024 (2%).

Over the reporting period the retention rate of male students with a declared mental health condition has increased from 26% in 2022/23 to **28%** in 2023/2024.

Equality Outcome 4

The recruitment and disclosure rates of staff with a disability have improved.

National Equality Outcome

- Where representation is not proportionate to the relevant population, increase the representation of disabled staff in the workforce and in the College.

Known Impact

The total number of staff with a disability is **7.4%**. This has remained consistent with the last reporting period.

The SUSE assessment, commissioned in 2024, gave the college positive feedback in terms of accessibility, with a recommendation to build upon our good work by widening staff training around disability.

The Aspire programme also includes an HR workshop focusing on recruitment and supporting candidates to understand unconscious bias with particular relevance to those applicants who declare a disability at the application stage.

The introduction of the Evolve Growing Leaders programme which is delivered to staff members already in a leadership role.

Continued our commitment to accessibility and inclusion by renewing our Disability Confident Employer status.

Setting our new Equality Outcomes (2025 – 2029)

As we prepare our new Equality Outcomes for 2025–2029, we aim to reflect on and build upon the progress achieved with the previous outcomes. Our goal is to continue driving meaningful change and deliver tangible results by 2029.

Following on from a VIEW Steering group meeting, dedicated to considering the themes for the new College Equality Outcomes we embarked on a College wide consultation to which all staff were invited, along with the Student Association. Over 350 staff took part in the consultation, and through a process of discussion and feedback, the new Equality outcomes were set.

Through evidence gathering and consultation, it became clear that the themes underpinning the 2021–2025 Equality Outcomes of safety, gender balance, mental health and staff diversity, remain critical priorities for the College moving forward.

While we have seen some partial success in these areas, we are committed to maintaining momentum by building on our achievements so far.

The new **College Equality Outcomes** and their alignment with the **National Equality Outcomes** are available in **Appendix II**.

Concluding Remarks

This report demonstrates progress in relation to mainstreaming equality and delivering on our Equality Outcomes in respect of the earlier reporting cycles up to 2025.

During this period, significant work has taken place over a range of equality initiatives and mainstreaming activities. Whilst this report needs to be considered against a backdrop of a challenging economic landscape, the cost-of-living crisis and persistent societal inequality, we appreciate that there are encouraging areas of positive change which we will build upon moving forward.

Our Investors in People review demonstrated a clear commitment from staff to equality and diversity and this was demonstrated in the engagement with the new College Equality Outcome consultation, in which over 350 staff took part in an interactive session, discussing priorities for the College and giving meaningful feedback.

Looking forward to the next two years of the new reporting cycle, our work will continue with a focus on areas of persistent challenge, delivering on a robust action plan which supports the College Equality Outcomes and aligns with the National Equality Outcomes. Student mental health will continue to be a priority area, alongside gender diversity across all curriculum courses, with a particular focus on retention and attainment. Staff diversity continues to be a priority, not only in terms of recruitment but to work towards greater parity with regard to occupational segregation and leadership roles. Finally, we acknowledge the importance of feeling safe at College, what this means for students and staff and how this can be measured. We will use this outcome to continue to improve on the effectiveness and accessibility of our reporting systems as well as the support offered to those who report incidents of hate crime, bullying and harassment.

We acknowledge that it will require a collective effort of all our staff and stakeholders, however, we believe that our new Equality Outcomes and mainstreaming initiatives over the next four years, will give us the best opportunity of achieving this and look forward to making a real difference to the lives and experiences of our people and the communities we serve.

David Davidson, Vice Principal, People, Performance and Transformation

Equality Outcomes 2021 – 2025 Action Plan: Progress

(Appendix I)

Equality Outcome1	PC	Indicator	Action	Time	Responsible	Progress
<p>Students and staff with protected characteristics most likely to experience hate, report that they feel safe while engaged in study or work at Ayrshire College</p> <p>Aligned To NEOs</p> <p>Disabled staff and students report feeling safe in the tertiary system</p> <p>Trans staff and students report feeling safe to be themselves in the tertiary system</p> <p>Staff and students feel supported and safe and are confident that complaints of harassment or bias on</p>	<p>Disability</p> <p>Gender reassignment</p> <p>Race</p> <p>Religion/Belief</p> <p>Sexual orientation</p>	<ul style="list-style-type: none"> Improved awareness and analysis of student experience in relation to safety and inclusion Improved student and staff uptake in accessing support Improved student awareness of hate crime and support available Improved staff awareness of hate crime and support available 	<p>Collect and analyse student feedback related to hate crime through existing student consultation processes and mechanisms</p>	<p>April 2023</p>	<p>Head of Quality Enhancement, Student Association Advisor and Equality and Diversity Lead</p>	<p>Progress has been made in that all complaints have a PC assigned to them, where a PC has been mentioned within the complaint. so that all potential existing student consultation processes and mechanisms are specific to hate crime or/and related behaviours.</p> <p>In the Student Satisfaction and Engagement survey AY 2023/2024, 90% of students agreed with the statement 'I believe all students at the college are treated equally and fairly by staff'.</p> <p>In the Student Satisfaction and Engagement survey AY 2023-2024, 88% of students agreed with the</p>

<p>the grounds of race will be dealt with appropriately because complaints procedures are fit for purpose and offer effective redress.</p> <p>Students and staff report that they have confidence in institutional report and support mechanisms because they are fit for purpose.</p> <p>Trans staff and students report feeling safe to be themselves in the tertiary system</p> <p>Institutions can evidence approaches that prevent and respond to violence, harassment and abuse.</p> <p>Lesbian, Gay and Bisexual staff and students report that</p>						statement 'I feel that I am part of the college community'.
			Implement a Report and Support tool and use the information gathered to develop targeted College initiatives and policies	April 2023	Assistant Principal of Human Resources and Organisational Development, Head of Student Experience, and Equality and Diversity Lead	<p>Following on from the implementation of Report + Support, a product from Culture Shift. In 2024 the College moved its reporting tool from the Culture Shift platform to a bespoke internal platform. Report and Support is an online reporting tool enabling students and staff to report, including anonymously, to the College incidents related to, for example, hate crime, racism and GBV.</p> <p>From April 2023 to January 2025 there have been 46 reports submitted through Report and Support, 18 reports were in respect of one or more protected characteristic. 16 required no further action, 25 required further action and 5 were</p>

they feel safe being 'out' at university and college.						referred through the complaints process The highest number of incidents reported related to bullying and harassment (27) The lowest number of incidents reported related to GBV, hate crime, and racism. The outcome for 25 of these reports was support to all involved
			Develop and implement a mandatory Level 4 workshop focused on hate crime and support delivery across other Levels of study	April 2023	Head of Student Experience and Police Liaison Officer	From April 2021 to January 2023, 82 classes = 994 students at Level 4 had a mandatory hate crime workshop delivered by the College's Police Liaison Officer. 479 Students have taken part in Hate Crime Workshops (from April 2023) 6 dedicated Hate Crime events were held across

						three campuses during Hate Crime Awareness week 2023 and 2024, including pledge signing and Hate Crime Drop Ins 44 Students took part in the I AM ME, disability hate crime workshop
			Develop and implement an annual College campaign focused on promoting diversity, equality and inclusion	April 2023	Equality and Diversity Lead	The #WeAreAyrshireCollege campaign was launched in February 2022 as part of LGBT History Month. In October 2022, the College launched a hate crime pledge and through the VIEW Safe and Included group is progressing this work.
			Achieve 'Keep Safe' accreditation in all Campuses and develop mechanisms to support its usage across the College	April 2023	Head of Student Experience and Equality and Diversity Lead	In July 2021, Ayr, Kilmarnock and Kilwinning campuses achieved Keep Safe status – 70 staff have been trained to support its success.

			Develop staff learning and development resources and training on hate crime and related behaviours	April 2025	Staff Learning and Development Advisor and Equality and Diversity Lead	<p>The College has in place e-learning modules across all protected characteristics and continues to develop its Equality Matters section on the Staff Learning Portal.</p> <p>In March 2022, the College partnered with Borders College, Dumfries and Galloway College, and UWS to host a session with Nil by Mouth. This was part of a series of student and/or staff sessions called 'Conversation to Change' which were rolled out further in AY 2022-2023.</p> <p>As part of the TransEdu Community of Practice, a small event (41 participants) for Sector staff was held in June 2022.</p>
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						<p>In October 2022, students and staff were part of the 120 delegates in attendance at the Empowering communities in Ayrshire to end hate crime Conference at Kilmarnock campus.</p> <p>In March 2023, on the International Day of the Elimination of Racial Discrimination, the College hosted a Pan Ayrshire Senior Leadership Event on behalf of the Ayrshire Equality Partnership. The purpose of the day was to explore a joint vision in response to racism. Since the event, the partnership has developed a set of joint anti-racism actions. This work is ongoing.</p> <p>In June 2023, 71 people took part in LGBT+ Conversations Cafes, organised by the College</p>
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						<p>Equality and Diversity Performance lead on behalf of the Ayrshire Equality Partnership.</p> <p>In November 2024 the Glasgow Muslims Women's Association (Amina) delivered a Hate Crime and Muslim Women presentation to 62 Students.</p>
			Explore opportunities to develop a pilot student Equality Ambassador model	April 2025	Equality and Diversity Lead and Student Association Advisor	<p>The Student Executive Committee has increased the number of equality and related student Officer roles. These Officers have been invited to join the VIEW Safe and Included group.</p>

Equality Outcome 2	PC	Indicator(s)	Action(s)	Time	Responsibility	Progress
<p>Curriculum areas with courses that have a male or female student gender imbalance greater than a 75:25 ratio have improved</p> <p>Aligned to NEO</p> <p>Institutions will have regard to significant imbalances on courses and take action to address it.</p>	Sex	<ul style="list-style-type: none"> Priority actions related to gender imbalances fully embedded into operational team working and quality-related processes including team evaluation process 	Relevant Curriculum teams will identify and action priority actions to tackle gender imbalances as part of their operational delivery	April 2023	Assistant Principal – Curriculum, Heads of Learning and Skills, Head of Schools, Access and Engagement, and Equality and Diversity Lead	Relevant Heads identified and set annual priority actions as part of their TOEP for AY 2023-2024 and these are being aligned to the COEP.
		<ul style="list-style-type: none"> Increased applications from underrepresented genders in identified Curriculum areas with the most persistent and significant gender imbalances Improved retention and attainment for 	Student Services and Curriculum teams will work together, through Retention meetings, to identify, monitor and support the retention and attainment of minority gender students	April 2023	Head of Student Experience and Heads of Learning and Skills	Retention meetings are ongoing.

		minority gender students	Re-establish the purpose and scope of Ayrshire Connects to improve minority gender students' recruitment, retention and attainment	April 2025	Assistant Principal – Curriculum, Heads of Learning and Skills, Head of Schools, Access and Engagement, and Equality and Diversity Lead	<p>Ayrshire Connects was re-launched on International Women's Day 2022 through an event with invited speakers. The event was online and open to students and staff. Following this, as a result of discussions in the Gender Leadership Group, the decision was made to have a singular Ayrshire Connects opposed to separate curriculum ones – this piece of work has still to be progressed.</p> <p>In June 2023 a Gender Leadership Schools Event took place in the College which involved 1152, S1 school pupils from across Ayrshire's secondary schools took part in a two-day event with a specific focus on challenging stereotypical career pathway assumptions</p>
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						dependent on individual gender identity.
			Implement a College-wide mechanism or tool to keep in touch with and track outcomes of participants attending targeted gender imbalance vents or activities	April 2025	Assistant Principal – Curriculum, Heads of Learning and Skills, Head of Schools, Access and Engagement, and Equality and Diversity Lead	Focus has been on the re-establishment of the Gender Leadership Group and as such, this action has not been progressed.

Equality Outcome 3	PC	Indicator(s)	Action(s)	Time	Responsibility	Progress
<p>The rates of disclosure, retention and attainment of male students with a mental health condition have improved</p> <p>Aligned to NEO</p> <p>The success and retention rates of college and university students who declare a mental health condition will improve</p> <p>Men (students and staff) know how to access mental health support (recognising intersectionality within that group)</p>	Disability Sex	<ul style="list-style-type: none"> Improved student awareness of positive mental health and wellbeing strategies and support available Improved staff awareness of mental health and wellbeing and ways to support students positively 	Implement a mandatory mental health student input for students studying Engineering and Science programmes at Levels 4 and 5	April 2023	Head of Engineering and Science and Head of Student Experience	<p>In AY 2021-2022, Semester 2, a suicide prevention and awareness input, focusing on mental health and cocaine, delivered by the College's Mental Health Liaison Officer and Alcohol and Drugs Liaison Officer, was piloted with students studying STEM at Level 4 and 5. In AY 2022-2023, Semester 1, this workshop was delivered to 29 classes = 378 students.</p> <p>Delivered 19 Cocaine Awareness workshops to 222 students in the STEM curriculum area since April 2023 in conjunction with Suicide Prevention input to educate regarding the link between substance use to suicide amongst young males.</p> <p>Delivery of 18 Hope for Tomorrow workshops to</p>

						<p>187 students since April 2023 to discuss suicide and break down the stigma of talking about suicide. These sessions are targeted at male-populated classes.</p> <p>In 2024 we renewed our Mental Health Agreement in partnership with the Student Association.</p>
			Develop a College suicide awareness/prevention campaign	April 2023	Mental Health Liaison Officer and Equality and Diversity Lead	<p>In September 2021, the S Word campaign was launched supported by a series of activities including a Sway and Rockpool Podcasts special episodes 'Let's Talk...' with the College's Mental Health Liaison Officer.</p> <p>In AY 2022-2023, the VIEW Promoting Wellbeing Group held a student Feel Good Festival in Ayr, Kilmaronock and Kilwinning Campuses. The Feel Good Festival included keynote speakers Brian</p>

						Costello, Headstrong, and Dr Punam Krishnan, GP, Lifestyle Medic, Tutor, Author, and BBC Morning Live Presenter.
			Develop and deliver a staff learning and development programme focused on student mental health for STEM and related staff	April 2023	Staff Learning and Development Advisor and Equality and Diversity Lead	The Staff Learning Portal enables all staff to improve their skills, knowledge and understanding of mental health and wellbeing through a range of e-learning modules. Further progress is required to advance this action.
			Further develop the 'Wear it on your sleeve' initiative including the recruitment of additional student and staff champions	April 2025	Student Association Advisor and Equality and Diversity Lead	The Student Association, in partnership with the VIEW Promoting Wellbeing Group, facilitate a male mental health support forum exclusively for students who identify as male, where students and staff come together to share support information on male mental health and help break down the stigma of talking about mental health. Currently there over 30 student members of this group'

						<p>In AY 2023/2024, the introduction of male mental health drop-ins hosted by the Student Association's Men's Officer who is a qualified Men Matter Scotland support worker.</p> <p>Re-launch of the Mental Health United men's group at Kilmarnock Campus. hosted by the sports curriculum area and volunteers from the Samaritans. Open to students and staff and the wider community</p>
			Explore opportunities to implement a mandatory mental health student input for students studying Construction and Trades programmes and Computing programmes at Levels 4 and 5	April 2025	Relevant Heads of Learning and Skills and Head of Student Experience	<p>In AY 2022-2023, Trades Level 4 students received a suicide prevention and awareness input. The College's Mental Health Liaison Officer is also working to deliver a planned programme of activity to Computing and Games Development students.</p>

Equality Outcome 4	PC	Indicator(s)	Action(s)	Timescale	Responsibility	Progress
<p>The recruitment and disclosure rates of staff with a disability have improved</p> <p>Aligned to NEO</p> <p>Where representation is not proportionate to the relevant population, increase the representation of disabled staff in the workforce and on college Boards and University Courts</p>	Disability	<ul style="list-style-type: none"> Increased applications from disabled candidates Improved staff awareness of reasons and benefits of sharing their protected characteristics information Improved line manager awareness on ways to support staff with a disability or long-term health condition 	Develop and implement a College employer recruitment campaign including the further development of the 'Work for us' section on the College website	April 2023	Head of HR Services, Equality and Diversity Lead, and Digital Marketing Team Leader	The #WeAreAyrshireCollege campaign has been adopted, with staff images being utilised to brand staff recruitment adverts on the College social media platforms, with the next stage being a video series of staff, with a key focus on working at the College and the range of job roles available.
			Develop an internal staff campaign focused on the reasons and benefits of sharing protected characteristic information	April 2023	Head of HR Services and Equality and Diversity Lead	The Equality and Inclusion newsletter 'Equality Matters' has supported this through the sharing of personal staff experiences within the workplace. This area will be further developed with staff encouraged to share their experiences with colleagues in the future.

			Undertake a review of the College Recruitment and Selection Procedures to identify and remove, where possible, potential barriers for disabled applicants	April 2023	Head of HR Services	<p>Through the VIEW Positive about Disability group, staff who support those with a disability and staff with a disability undertook an exercise where they tested the College's application process through the lens of potential applicants with a disability to enable an understanding of any barriers that may be experienced. The feedback from this exercise is being considered to support future development of the recruitment application process.</p> <p>The commission of a SUSE report in 2024 to look at accessibility in terms of the Colleges recruitment processes and actioning the recommendations.</p> <p>We piloted at the interview stage, applicants to receive a</p>
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						copy of the interview questions, in advance of the interview, to explore the impact of this on the selection process.
			Explore opportunities to establish a staff disability support network	April 2023	Equality and Diversity Lead	The VIEW Positive about Disability group met with staff who identified as having a disability and were part of the staff disability forum Teams page, to develop and support a structured support network and staff disability advisory group. This group were open to participating in an advisory network for the College and identified the need for greater awareness raising and support to encourage and enable an increased network of support. The feedback from this will be considered and actioned.
			Further develop guidance and resources for line managers	April 2023	Head of HR Services, Equality and Diversity Lead,	Through the Equality Matters section on the Staff Learning Portal, line managers can access a

			in relation to supporting staff with a disability or long-term health condition		and Staff Learning and Development Advisor	range of e-learning modules related to disability including managing employees with a disability. A disability e-learning pathway will be further developed and rolled out to managers across the College, to broaden their knowledge and understanding.
			Explore opportunities to further develop the Growing Leaders programme	April 2025	Head of HR Services and Staff Learning and Development Advisor	<p>In August 2022, the Aspire Growing Leaders programme was introduced, with a specific workshop focusing on Equality and Diversity, being developed and led by the Equality and Diversity Lead.</p> <p>This was further supported by the HR workshop which focused on recruitment and supported candidates to understand unconscious</p>

						<p>bias with particular relevance to those applicants who declare a disability at application stage.</p> <p>This was the first cohort of this programme and although there was a low number of candidates with a declared disability applied for or succeeded in participating in the first cohort, this is an area of focus for future cohorts to understand and consider any potential barriers.</p>
			Explore opportunities to develop and implement an employee passport scheme which supports a member of staff throughout their employment journey at Ayrshire College	April 2025	Head of HR Services	<p>The VIEW Positive about Disability group supported the development of an employee journal, which will be utilised to support staff returning to work from long term sick leave, where they have a long term health condition or disability.</p> <p>The journal was part of an initial pilot during</p>

						March and April 2023 with a view to supporting an employee passport, based on feedback received.
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Ayrshire College Equality Outcomes

Set out below are the new College Equality Outcomes for 2025-2029

‘PC’ denotes ‘protected characteristics’, ‘GD’ denotes ‘General Duty’ and NEO denotes National Equality Outcome. The inclusion of these is to show the focus of the Equality Outcome, which need of the General Duty it is meeting and what National Equality outcome/s it is aligned to.

The three needs of the General Duty are:

1. eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. advance equality of opportunity between people from different protected characteristic groups
3. foster good relations between people from different protected characteristic groups, tackling prejudice and promoting understanding between people from different groups

The College will report its progress on meeting these Equality Outcomes by 30 April 2027.

Shared, regional Equality ambition

In Ayrshire, people experience safe and inclusive communities

SFC Outcome Agreement priority

Quality, learning, teaching and participation
Equalities and Inclusion

Scottish National Performance Framework

We live in communities that are inclusive, empowered, resilient, and safe
We respect, protect, and fulfil human rights and live free from discrimination

Equality Outcome 1	PC	GD	NEO
<p>Students and staff with Protected Characteristics at Ayrshire College have confidence that reports of harassment and bullying are dealt with appropriately</p>	<p>Age Disability Gender reassignment Maternity & pregnancy Race Religion or belief Sex Sexual orientation</p>	<p>1,2,3</p>	<p>Disabled staff and students report feeling safe in the tertiary system</p> <p>Trans staff and students report feeling safe to be themselves in the tertiary system</p> <p>Staff and students feel supported and safe and are confident that complaints of harassment or bias on the grounds of race will be dealt with appropriately because complaints procedures are fit for purpose and offer effective redress.</p> <p>Students and staff report that they have confidence in institutional report and support mechanisms because they are fit for purpose.</p> <p>Trans staff and students report feeling safe to be themselves in the tertiary system</p> <p>Institutions can evidence approaches that prevent and respond to violence, harassment and abuse.</p> <p>Lesbian, Gay and Bisexual staff and students report that they feel safe being 'out' at university and college.</p>

Equality Outcome 2	PC	GD	NEO
All curriculum areas use their gender equality data to develop actions to achieve greater gender balance with regard to student recruitment, retention, and attainment.	Sex Gender Reassignment	1,2,3	Institutions will have regard to significant imbalances on courses and take action to address it.
Equality Outcome 3	PC	GD	NEO
Recruitment, retention, and attainment of all students with a declared mental health condition have improved.	Disability Sex	123	<p>The success and retention rates of college and university students who declare a mental health condition will improve.</p> <p>Men (staff and students) know how to access mental health support (recognising intersectionality within that group).</p>
Equality Outcome 4	PC	GD	NEO
Our staff and Board of Management represent the diversity of the community that Ayrshire College serves, with a particular focus on disability and race, to support a more inclusive and innovative College community.	Age Sex Race Disability Gender reassignment Sexual orientation	1,2,3	<p>Where representation is not proportionate to the relevant population, increase the racial diversity of Court members and address any racial diversity issues in college Boards.</p> <p>Where representation is not proportionate to the relevant population, increase the racial diversity of teaching and non-teaching staff to align with student representation in the sector.</p> <p>Where representation is not proportionate to the relevant population, increase the representation of disabled staff in the workforce and on college Boards and university Courts.</p>

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Committee Chair's Report - Learning Teaching and Quality Committee Meeting, 06 March 2025.

Purpose: To Inform, update, and alert the Board to any areas of escalation raised at Board Committee level.

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

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 June 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.

5. Background

A meeting of the Learning Teaching and Quality Committee Meeting took place on 06 March 2025.

6. Current Situation

The Committee considered, noted, or approved the following:

Student Support

The Committee were provided with an overview of the four Student Experience departments (Information Hub, Education Support, Careers & Employability, and Engagement & Wellbeing) and noted the increase in referrals to Education Support & number of Personal Learning Support Plans (PLSPs). Additionally, key priorities and a new streamlined approach to workload were highlighted.

Student Association Report Q3

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

Student Association Constitution

The Committee reviewed the Student Association Constitution and recommended for approval by the Board of Management at its 27 March 2025 Meeting subject to some pending changes of wording.

First Impressions Survey

The Committee noted an increase in participation levels, a 10% increase in awareness of the Student Association, and a 25% increase in students who reported easy access to Wi-Fi which positively reflects investments in IT infrastructure and student Laptop Lockers. The data will be further analysed and reviewed per curriculum area to ensure all opportunities for improvement are explored and actioned.

2024-25 Performance Dashboard

The Committee received an update and overview of Performance, with the focus for the remainder of the academic year on improving student attainment and achieving positive outcomes upon completion.

Employer Engagement and Innovation Report

The apprenticeship programme remains robust and continues to perform exceptionally well. The Executive Leadership Team (ELT) participated in departmental activities during apprenticeship week.

Student Support Funds Update

The Committee were updated regarding the 2024-25 financial position and risks. There are no issues with overall funds, and risks have been minimised at this time. The application system is currently being de-supported; however, a solution is in progress to resolve this issue.

Strategic Risk Register

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

7. Proposal

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

8. Resource Implications

No further resource implications require to be noted.

9. Consultation

Chair & Vice Chair LTQC, Board Governance Adviser.

10. Conclusion

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

Alison Sutherland
Chair, Learning Teaching and Quality Committee
11 March 2025

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Committee Chair's Report – Business, Resources & Infrastructure Committee Meeting, 11 March 2025.

Purpose: To Inform, update and alert the Board to any areas of escalation raised at Board Committee level.

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

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 June 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.

- **Background**

The Business, Resources & Infrastructure Committee Meeting took place on the 11 March 2025.

- **Current Situation**

The Committee considered, noted or approved the following:

- **New Vice Chair**

The new Vice Chair for the Business, Resources & Infrastructure Committee going forward was announced as Michael Ross.

- **Mainstreaming Equality and Diversity Outcomes 2021-25 and Proposed Equality Outcomes 2025-29**

The Committee received a detailed presentation from the Equality & Diversity Performance Lead on the College's progress and continued commitment to fostering an inclusive and diverse environment. The Committee considered the report and recommended it to the Board of Management for approval.

- **2025-26 Budget Update**

The Committee received details of the 2024-2025 forecast against budget, plus the draft 2025-26 budget position. The Committee noted the assumptions used in arriving at the draft 2025-26 budget position; the adjusted operating deficit these assumptions produce, and the actions being undertaken by the College to address the potential adjusted operating deficit.

- **College Financial Regulations**

The Committee reviewed and approved the updated Financial Regulations.

- **SAI Aerospace Training Ltd – Governance**

The Committee received an update on developments in relation to the College subsidiary company; approved the Company Articles of Association, and noted the revised project timeline, the status of the investment funding, and the updated strategic project risk register.

- **Staff Pulse Survey Analysis and Findings**

The Committee received a detailed presentation on the results of the annual staff engagement survey, with much discussion around current and future development actions.

- **HR & HSW Update Report November 2024 – Jan 2025**

The Committee received an overview of Human Resources and Health, Safety and Wellbeing team activities during the reporting period, November 2024 to January 2025.

- **Management Accounts as at 31 January 2025**

The Committee were provided with a summary of the College's financial position with an outline of the key variances. The Committee reviewed and recommended the Management Accounts as of 31 January 2025 to the Board of Management for approval.

- **Property Update**

The Committee approved the settlement of the Kilwinning PFI residual value and noted the detailed updates.

- **Transformational Projects Update**

The Committee were provided with a progress and risk update on the active College Transformation Projects, noting the progress made against each project and considered future reporting requirements for these projects.

- **Digital Update**

This report provided an overview of the College digital transformation activities from November 2024 to January 2025.

- **Strategic Risk Register**

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

3. Proposal

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

4. Resource Implications

No further resource implications require to be noted.

5. Consultation

Chair BRIC, Vice Chair BRIC, Board Governance Adviser.

6. Conclusion

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

Matthew Wilson
Chair, Business, Resources & Infrastructure Committee
19 March 2025

Title of Meeting: Board of Management

Date: 27 March 2025

Title: Committee Chair's Report - Audit and Risk Committee Meeting, 18 March 2025.

Purpose: To Inform, update and alert the Board to any areas of escalation raised at Board Committee level.

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

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 June 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.

1. Background

A meeting of the Audit and Risk Committee Meeting took place on 18 March 2025.

2. Current Situation

The Committee considered, noted or approved the following:

- **Annual review of the effectiveness of External Auditor**
The Committee were presented with the findings of the annual (2023-24) evaluation of the College external auditor, Azets Audit Services. The Committee confirmed it was content with the outcome of the annual effectiveness review.
- **Annual review of the effectiveness of Internal Auditor**
The Committee were presented with the findings of the annual evaluation of the internal auditor, Wbg. The Committee noted the findings, and that the review demonstrated that the internal audit function at the College is performing effectively and adding value to the organization
- **Internal Audit Service Contract**
The Committee approved the Wbg internal audit contract for the additional year from 1 August 2025 to 31 July 2026, with option to extend to 31 July 2027 following effective review, to ensure continuity in high-quality internal audit services, supporting the College's governance and risk management efforts.
- **Internal Audit Reports AY2024-25**
The Committee were provided with an overview of the recently conducted internal audit reviews, as part of the Internal Audit Plan 2024-25, into:
 - **Staff Recruitment** – Strong Assurance with one low grade recommendation.
 - **Student Recruitment** - Strong Assurance with no recommendations.
- **Draft 2025-26 Internal Audit Plan**
The Committee reviewed and commented on the draft 2025-26 Internal Audit Plan. The 2025-26 internal audit plan will be brought back to the next Committee meeting for approval.
- **Assurance Mapping**
The Committee received a presentation on the plans for Assurance Mapping, a visual summary report system to provide assurance on management reporting using critical data and focused on larger strategic risks and goals.
- **Rolling Audit Action Plan**
Members were provided with an update on the recommendations made by both the internal and external auditors. The Committee approved the removal of eight recommendations following completion of the 2023-24 end of year audits; approved the extension of one recommendation, and noted the content of the report.

- **2024-25 Strategic Risk Register**

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

3. Proposal

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

4. Resource Implications

No further resource implications require to be noted.

5. Consultation

Chair & Vice Chair ARC, Board Governance Adviser.

6. Conclusion

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

Sharon Morrow
Chair, Audit and Risk Committee
19 March 2025

**Minute of the Learning, Teaching and Quality Committee Meeting
Held via Microsoft Teams, Thursday 28 November 2024**

Present:

Sharon Morrow	Vice Chair LTQC
Jason Currie	Non-Executive Board Member
Gillian Longmuir	Non-Executive Board Member
Michael Ross	Non-Executive Board Member (From Item 4 onwards)
Jane Grant	Non-Executive Board Member
Chris Boyce	Elected Member, EIS/FELA
Lisa Keggans	Elected Member, Support Staff
Janette Steel	Elected Member, Curriculum Staff (From Item 4 onwards)
Darcie Hamilton	Elected Member, Student President
Connor Skipsey	Elected Member, Student Vice President (From Item 4 onwards)
Angela Cox	Principal, Ex-officio

In attendance:

Anne Campbell	Vice Principal, Skills and Enterprise
Alan Ritchie	Vice Principal, Finance and Infrastructure
Jennifer Anderson	Assistant Principal, Skills and Innovation
Gavin Murray	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

Sharon Morrow, Vice Chair of the LTQC, welcomed everyone to the meeting.

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

Apologies were received from Alison Sutherland, Chair LTQC and Senior Independent Board Member, Iain Shearer, Non-Executive Board Member and David Davidson, Vice Principal, People, Performance and Transformation.

3. Minutes of the previous meeting held on 12 September 2024 (*Paper 1*) (C/P)

The minutes of the meeting held on 12 September 2024 were approved as a correct record.

Proposed: Angela Cox

Seconded: Sharon Morrow

3.1 Action Tracker (Paper 1a)

The Committee noted that there were no outstanding actions.

4. Student Association Report Q2 (Paper 2) (P)

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

**M Ross, C Skipsey & J Steel joined the meeting during this Item.*

The Committee 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.

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

5. Learning, Teaching and Student Experience Strategy (Paper 3) (P)

A Campbell provided committee members with an overview of the strategy.

The Committee 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.
- College staff have been invited to provide feedback on the strategies by Friday 6 December.
- Anne highlighted three questions (slide will be circulated) which committee members should consider and then provide feedback on the strategy by Friday 6 December.

The Committee welcomed the paper and agreed to review the Learning, Teaching and Student Experience Strategy by Friday 6 December.

Action: LTQ46- A01: Committee members to send any further feedback to Anne Campbell by 6 December latest for inclusion in Board submission paper. Katelyn Kilbride to share slide of questions with Hilary Denholm for circulation to Committee members.

7. 2023-24 Interim Ayrshire College Performance Indicator Report (*Paper 5*) (*P*)

A Campbell updated the Committee on the 2023-24 Interim Ayrshire College Performance Indicator Report and highlighted the delay on reporting due to industrial action in the final months of 2023-24.

Discussions took place on the Performance Indicators and the trend in data which shows Ayrshire College being below sector average in areas such as Business and Computing, Hospitality, Care and Social Subjects.

Anne provided assurance that meetings have been arranged to identify and discuss the reasons for underperformance and to agree specific actions for improvement.

The Committee welcomed the detailed report, noting the report as presented.

8. 2024-25 Performance Dashboard

A Campbell provided 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.

The Committee noted the verbal update.

9. Student Support Funds Update (*Paper 8*) (*P*)

A Ritchie introduced the Student Support Funds paper and provided an updated on the final 2023-24 position and audit outcome, and the 2024-25 financial position and risks.

The Committee noted:

- There is a risk that the SAAS HE Discretionary budget does not allow the College to support all HE learners start / complete their course due to financial constraints.
- There is a risk to FE Students as maintenance rates have not increased in line with the inflation of the cost of living.
- The CAMS platform which the college uses to support the student application process will be decommissioned in 2026 and therefore the College must find an alternative solution. The committee will remain informed.

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

16. AOB

No AOB noted.

Date of Next Meeting: Thursday 06 March 2025 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

Minute of the Business, Resources and Infrastructure Committee
Held on Tuesday, 3 December 2024
Boardroom, Kilmarnock Campus and remotely via Microsoft Teams

Present:

Matthew Wilson	Chair
Tracey Dalling	Non-Executive Board Member * except items 11,12,13,17,18
Michael Ross	Non-Executive Board Member
Lisa Keggans	Elected Member, Service/Support Staff
Darcie Hamilton	Elected Student President

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
Alistair Rodgers	Director of Enterprise Development
Brad Johnston	Director of Digital Infrastructure
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,

The meeting was confirmed as quorate. Non-Executive Board Member Tracey Dalling had to leave the meeting around 5pm, after which a voting quorum would not be in place, thus Agenda items requiring approval were taken first.

No declarations of interest were made.

2. Apologies

Apologies were received from Angela Cox, Principal, Elected Member Janette Steele and Non-Executive Board Members Norman Bone and Faroque Hussain. Non-Executive Board Member Tracey Dalling left the meeting at 5.15pm.

3. Minutes of the Previous Meeting held on 17 September 2024 (*Paper 1*) (*P*)

The minute was approved as an accurate account.

Proposed: Lisa Keggans

Seconded: Michael Ross

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

The Committee noted all previous decisions and one outstanding action (BRIC27: A01), which was scheduled for completion at this meeting.

4. Matters Arising

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

6. Procurement Annual Report (*Paper 5*) (*P*)

Liz Walker introduced paper 5, as presented.

The Committee received the report, which 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 Committee 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, raised to 59% (previous year at 45%).
- A balanced approach continues to be applied to APUC procurement, sourcing locally, whenever possible, with 22% of suppliers based in Ayrshire and 55% in Scotland.
- Audit carried out in 2024 by APUC, which reported improvement over all areas, with the College moving from bronze to attain the silver status.
- 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 College's positive social values and actions taken to directly promote community benefits, for example ELT representation on the Ayrshire Community Wealth Building Commission.

The Committee noted and approved the report as presented.

Decision BRIC30-D02: The Committee recommended the 2023-24 Annual Procurement Report to the Board of Management for approval on 19 December 2024.

17. AOB

The Board were advised of Unisons release of Branch Officers and the return of local Unison Stewards, involved in the national Job Evaluation (JE) process, to their College roles. Ayrshire College have withdrawn the facilities time given to one local Unison Steward who is no longer undertaking JE process duties.

18. Date of Next Meeting: Tuesday, 11 March 2025 at 4.00 pm held in the Boardroom on Kilmarnock campus and available to join remotely via MS Teams.

(C/P) Confirmed minutes will be published on College Website.

(P) Paper will be published on the College Website.

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

RESERVED ITEMS ON THE NEXT PAGE

**Minute of the Audit and Risk Committee
Held by Hybrid Attendance at Ayr Campus
Thursday 10 December 2024**

Present:

Sharon Morrow	Chair
Jane Grant	Vice – Chair
Gillian Longmuir	Non-Executive Board Member
Jason Currie	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
Brad Johnstone	Director of Digital Infrastructure
Alan Ritchie	Vice Principal, Finance & Infrastructure
Liz Walker	Chief Financial Controller
Stephen Pringle	Wbg – Internal Auditors
Andy Reid	Azets – External Auditors

Private Meeting between the Committee and Auditors prior to the Committee Meeting

In accordance with the Committee's terms of reference, the Committee held a meeting with Internal and External Auditors without management in attendance. The purpose of this meeting was 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 Chair and the Committee members thanked the Auditors for their contribution and welcomed both the positive feedback put forward and level of assurance provided.

1. Welcome and Declarations of Interest

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

There were no Declarations of Interest presented.

The meeting was confirmed as quorate.

2. Apologies

No Apologies were received.

3. Minutes of the Previous Meeting held on 24 September 2024 (Paper 1) C/P

The minutes were approved as a correct record.

Proposed: Jane Grant

Seconded: Chris Boyce

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

The Committee noted all previous decisions and actions completed.

4. Matters Arising

There were no other outstanding matters arising from the minutes.

6. National Fraud Initiative (Paper 2) (P)

The College continues to participate in the National Fraud Initiative (NFI) as part of the wider assurance / compliance work undertaken by the organisation. L Walker highlighted key points to the Committee, particularly the two additional 2024 checklist questions highlighted in red. Committee members confirmed agreement with the answers to these additional questions.

The Committee noted the update and approved the report.

Decision: ARC46-D01 The Committee approved the National Fraud Initiative report.

8. 2023-24 Freedom of Information Annual Report (Paper 4) (P)

A Campbell introduced Paper 4 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 Committee noted:

- 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 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 that the College complies 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.

The Committee were requested to note the content of the report and consider whether the Internal Audit Plan required to be reviewed.

Decision: ARC46-D02 The Committee noted the 2023-24 Freedom of Information Annual Report and agreed that the Internal Audit Plan does not require to be reviewed.

9. 2023-24 Complaints Annual Report (*Paper 5*) (*P*)

A Campbell introduced Paper 5 as presented which provided an overview of:

- a) Number and nature of complaints received. Complaints increased by 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.

There was discussion around the increase in complaints could likely be linked to more students now being on campus and awareness raising of the requirement to record any dissatisfaction as a complaint.

The Committee noted:

- The College management team receives quarterly update reports throughout the year allowing it to take effective remedial action where required.
- The report highlights that the College complies with its legislative requirements and does not highlight any issues that require to be addressed.

The Committee were requested to note the content of the report and consider whether the Internal Audit Plan required to be reviewed.

Decision: ARC46-D03 The Committee noted the 2023-24 Complaints Annual Report and agreed that the Internal Audit Plan does not require to be reviewed.

10. Internal Audit (Paper 6) (P)

S Pringle presented three internal audit reports that were part of the 2023-24 year end audit reporting suite.

a) Mandatory review of the SFC Credit (student activity) return

The Committee noted:

- The College has reasonable procedures and controls over the collection of data for the credits return and assurance can be taken that the credits count for the College is not materially mis-stated.
- The systems used by the College are satisfactory.
- The 1 recommendation raised for 2022/23 has been implemented.
- The College's credit target for the academic year 2023/24, agreed between the SFC and the College, was 111,480. The Credits claimed for the year was 111,600, this was over the target.

b) Mandatory review of the awarding and payment of Educational Maintenance Allowance

The Committee noted:

- The Auditors reported that the information set out in the forms tested is in agreement with the underlying records.
- The College used the EMA funds in accordance with the SFC's conditions and the principles of the Education Maintenance Allowance (EMA) programme.
- The Auditors were satisfied that the systems and controls of the administration and disbursement of these funds are adequate.
- There were no recommendations carried forward from 2022-23 and no further recommendations were made in relation to the 2023-24 EMA payments.

c) Mandatory review of the awarding and payment of Scottish Funding Council (SFC) and Student Awards Agency for Scotland (SAAS) student support funds

The Committee noted:

- The Auditors reported that the information set out in the forms tested was in agreement with the underlying records.
- The College used these funds in accordance with the guidance issued
- There were no recommendations carried forward from 2022-23 and no further recommendations were made in relation to the 2023-24 either SFC or SAAS payments.

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.

The Chair thanked all concerned for the hard work that went into ensuring that these audits were all completed timeously and accurately.

12. Internal Audit Reports (Paper 8) (P)

S Pringle highlighted key points to the Committee from the reports.

The Audit and Risk Committee were requested to consider and note the reports.

a. Payroll

The Committee noted:

- The Auditors provided a Strong level of assurance surrounding the processes in place to manage payroll.
- The Auditors identified 1 low grade recommendation for improvement and 1 observation for consideration.

b. GDPR/FOI

The Committee noted:

- The Auditors provided strong assurance over the controls and systems in place at the College around Data Protection and compliance with GDPR and FOI.
- The Auditors raised several good practice points and 2 observations for consideration.

13. 2023-24 Audit Report to the BOM and Auditor General (Paper 9) (R)

A Reid presented to the Committee a summary of the work conducted 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.

The Committee was requested to note the content of the Audit Report.

The Committee noted:

- The auditors expect to issue an unqualified opinion.
- The College had good administrative processes in place to prepare the annual accounts and the supporting working papers.
- The finance team have been proactive and provided good support to the audit team.
- The auditors have obtained adequate evidence in relation to the key audit risks identified in their audit plan.
- Treatment of PFI provision is in accordance with contract.
- Job evaluation treatment has been subject to several iterations which were out with the control of the College. The final accounting treatment which is reflected in the College accounts has been agreed upon between all parties.

- The College was required to make an accounting adjustment in regard to job evaluation after submitting accounts to the auditors. This change requires to be noted in the auditor's report.
- The treatment of SFC estate maintenance funding remains a significant risk to the financial sustainability of the College.
- The auditors identified a material disclosure adjustment to the NPD future commitment note, which has been updated in the final set of financial statements.
- The auditors identified no significant weaknesses in accounting and internal control systems during their audit.

The Committee noted the content of the Audit Report.

17. 2024-25 Internal Audit Plan Update (Verbal)

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.

21.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, especially in regard to the year end papers, 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.

It was agreed to discuss these points in more detail at a future meeting.

Date of Next Meeting – Tuesday 18 March 2025, 4pm @ Kilmarnock Campus

P - Papers will be published on the College Website; R - Papers will not be published for reasons of commercial confidentiality or for reasons associated with data protection legislation; C/P - Confirmed minutes will be published on the College Website

RESERVED ITEMS ON THE NEXT PAGE