

**Minute of the Business, Resources and Infrastructure Committee  
Held by Hybrid Attendance at Kilmarnock Campus and  
via Video Conference Using Zoom  
on Tuesday 6 September 2022**

**Present:**

Mike Stewart	Chair
Matthew Wilson	Vice-Chair
Mary McClung	Non-Executive Board Member
Fiona McQueen	Non-Executive Board Member (Chair of Board of Management)
Janette Moore	Elected Member, Curriculum Staff
Ellie Jamieson	Elected Student President
Angela Cox	Principal, Ex-Officio
Gillian Murray	Co-opted Committee Member

**In attendance:**

Pauline Donald	Board Governance Advisor (Minutes)
Yvonne Melvin	Board Administrative Officer
Michael Breen	Vice Principal - Finance
Anne Campbell	Vice Principal - Curriculum
David Davidson	Assistant Principal - HR & OD
James Thomson	Assistant Principal - Finance, Student Funding & Estates
Liz Walker	Head of Financial Services
Nuala Boyle	Head of Business Growth (Paper 5)

**1. Welcome and Declarations of Interest**

The Chair welcomed everyone to the meeting.

The Chair introduced Angela Cox, newly appointed Principal, and welcomed Angela to her first meeting of the Committee.

The Chair advised that Michael Breen was leaving the College to start a new position within the NHS. The Chair also advised that Steven Fegan, Elected Member, Service/Support Staff, had resigned from the Board and therefore from the Committee. On behalf of the Committee, the Chair extended thanks and best wishes for the future to Michael and Steven for their support and commitment to the Committee and to the College.

The Chair advised that an election process to appoint an Elected Staff Member to replace Steven Fegan had been undertaken and the Committee will be advised of the outcome in due course.

There were no declarations of interest presented.

**2. Apologies**

Apologies were received from Norman Bone and Beth Clelland, Non-Executive Board Members.

The meeting was confirmed as quorate.

### 3. Minutes of the Previous Meeting held on (*Paper 1*) (*P*)

The minutes were approved as a correct record.

**Proposed:** Matthew Wilson

**Seconded:** Ellie Jamieson

#### **Action Tracker** (*Paper 1a*) (*P*)

The Committee noted that all actions, apart from one, were recorded as complete.

**BRIC20: A03** - This action is that financial thresholds will be updated in the next review of the College's financial regulations. A due date has not been set for this action; however, the financial regulations are due to be presented to the November BRIC Committee meeting.

### 4. Matters Arising

There were no matters arising not dealt with on the main agenda.

### 5. 2022-23 Committee Terms of Reference and Workplan (*Paper 2*) (*P*)

P Donald introduced Paper 2 as presented.

The Committee noted:

- on an annual basis, the Board and standing Committees review their Terms of Reference and Workplans.
- minor changes to the above are proposed, tracked for review and are as reflected in all the Standing Committee Terms of Reference.
- the Workplan reflects any legislative reporting requirements as well as reporting against key strategic programmes of work and is in alignment with the proposed Terms of Reference.
- the Terms of Reference and Workplans have been reviewed with the lead Executive.

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

**Action: BRIC21 A01: The Committee recommended the BRIC 2022-23 Committee Terms of Reference and Workplan to the Board for approval.**

### 6. 2021-22 Management Accounts (position as at 31 July 2022) (*Paper 3*) (*P*)

J Thomson introduced Paper 3 as presented, summarising the position to date for the period ended 31 July 2022.

The Committee noted:

- the management accounts for the year ended 31 July 2022 show an operating surplus of £1,290,087. When compared to the expected budgeted position for 31 July 2022 this is a favourable variance of £1,103,598.

- whilst there is an overall favourable variance on the year-to-date position there are adverse variances within income of £(2.751m) and favourable variances in expenditure of £4.405m.
- the paper sets out the main variances for the College.

The Committee sought assurance in terms of future financial sustainability, delivery of planned efficiency savings, impacts on 2022/23 budgets and if there were any concerns across these areas. The Committee was referred to the Risk Register (BRIC 1 and BRIC 2), which presented the assessment and management of risk related to financial sustainability in FY2023-24 and beyond, and the controls and future actions in place to monitor the level of risk highlighting also that there will be challenges for the College going forward. The Committee noted that a revised position on the management accounts would be brought to the next BRIC meeting.

The Committee commended the current financial position and the financial management approach whilst acknowledging the future challenges.

**Decision: BRIC21 D01: The Committee approved the 2021-22 Management Accounts for the period ended 31 July 2022.**

**7. 2021-22 Student Support Funds Position Update as at 10 May 2022 (Paper 4) (P)**

J Thomson introduced Paper 4 as presented, advising this sets out the final position for the student support funds allocated to Ayrshire College for 2021-22.

The Committee noted the allocations for SFC bursary funds, EMA, SAAS and HE funds, and that in all cases the College was within the allocated budget. Assurance was provided that in all positions (including the bursary support) the College sought to maximise the student support provided to students.

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

**8. Business Growth Annual Review (Paper 5) (P)**

M Breen introduced Paper 5 as presented and N Boyle took the Committee through the key points from the review report.

The Committee noted that the report provides insights into the 2021-22 financial year capturing year-end key activities and N Boyle summarised examples of the achievements and challenges to date. N Boyle commented that the Business Growth team had performed incredibly well within another busy operational year and within the context of significant staffing constraints and COVID continuing to impact on businesses.

The Committee had a productive discussion on aspects of the outcomes reported, including the commercial income and pricing model, demand and supply challenges and opportunities, future investment and innovation opportunities across the college sector and opportunities for Ayrshire College to not only exploit its current assets but to also add value on a national basis.

The Committee acknowledged the growth of this agenda since its introduction and commended the achievements to date under volatile market conditions; commenting that they looked forward to future update reports on how this area of business will progress.

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

*N Boyle left the meeting at this point.*

## **9. People Strategy (2022-2025) (Paper 6) (P)**

D Davidson introduced Paper 6, accompanied by a short presentation. The Committee noted that the revised strategy:

- takes account of the College's 2030 Statement of Ambition and the Refresh and Renew Plan 2021-24.
- sets out how the principles of fair work and the college values will continue to develop the college culture and enable a positive environment through which people will thrive and be successful.
- was led by the HR and Organisational Development Team.
- takes cognisance of staff consultation which took place during August 2022 and involved the College's trade unions.

D Davidson also reported that the College had recently been subject to an Investors in People review. The aim, as recorded in the strategy, was to achieve Gold Standard Level by 2025, however, initial feedback from the review was that Gold Standard Level would be awarded at the current time; this award level reflects the culture transformation of the College over the past 3 years.

On Committee review of the strategy, the following was confirmed:

### **Measures of success:**

- the measures would be updated to reflect the IIP feedback and therefore will be amended accordingly.
- the Committee encouraged a stretching but achievable approach to setting the revised measures.
- it was agreed also to set an activity metric against the measure for campus accidents.

### **Benchmarking and response rate:**

- there is a limited number of colleges who continue to maintain IIP accreditation, albeit that they may use another platform, hence benchmarking opportunities are limited.
- IIP accreditation review provides an independent source of audit and feedback, and it was for this specific reason that the college took the view to continue with this approach.
- the response rate previously had been 20% with an increase to 55% at the current review.

D Davidson was asked to extend the thanks of the Committee and commend all staff for their work and efforts on delivering this achievement.

**Action: BRIC21 A02: The Committee recommended the People strategy to the Board for approval, subject to the further revisions.**

## **10. Health, Safety and Wellbeing Policy (Update 2022) (Paper 7) (P)**

D Davidson introduced Paper 7 as presented.

The Committee noted:

- the policy sets out the College's obligations, commitments and arrangements in relation to health and safety and wellbeing.
- the policy was developed following extensive consultation with stakeholders including the College's trade unions.

On Committee review of the strategy, the following was agreed/noted:

- 2.1: amend to reflect Board Members and Standing Committees
- 2.16 (g): include reference to duty roster
- 2.24 (f): amend to reference that all staff should be empowered, not only management.
- any related resource requirements are planned proactively on an annual basis or addressed in-year as they arise.

**Action: BRIC21 A03: The Committee recommended the Health, Safety and Wellbeing Policy to the Board for approval.**

## **11. HR & Staff Learning and Development Report (Paper 8) (P)**

D Davidson introduced Paper 8, advising that this report provides members with an update for the reporting period May to July 2022.

The Committee noted that the report focuses on a range of key indicators including recruitment and selection and sickness absence. Staff learning and development initiatives are set out, particularly in relation to continuous professional development and college lecturer registration with the General Teaching Council for Scotland.

On Committee review, it was confirmed that success measures for the Aspire Programme would consider a range of metrics including, for example, internal promotions, intra-college working opportunities, networks established, support for succession planning and going forward will also be reflected in the upskilling of staff – supporting the establishment of a more skilled and flexible workforce.

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

## **12. Health, Safety and Wellbeing & Equality and Inclusion Report (Paper 9) (P)**

D Davidson introduced Paper 9 as presented.

The Committee noted that the report provides an update for the reporting period May to July 2022. Key areas of focus include accidents and incidents across the campuses, fire safety, wellbeing initiatives and programmes, equality and inclusion activity and ongoing work to support the College during the 2022-23 academic year.

The Committee raised a concern regarding the reported incident which had resulted in a delayed response from Police Scotland. A summary of the incident

was provided to the Committee. The Committee was further advised that an after-action review had taken place in collaboration with Police Scotland with learnings from the incident for both sides which will be taken forward accordingly.

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

### **13. Quarterly Complaints Report (Q3) (Paper 10) (P)**

Anne Campbell introduced Paper 10 presenting the quarterly complaints report for Q3, February to April 2022.

A Campbell took the Committee through the key points also highlighting the actions taken to support improvement.

A Campbell asked the Committee to note that, given the return of students on campus, it is possible that there may be an increased risk of complaints related to car parking. The College Estates Teams have been proactively working with students, staff, and stakeholders to direct a responsible approach to parking.

In response to queries raised, the Committee was advised:

- complaints related to staff conduct had been investigated and managed in collaboration with HR with student and staff well-being and duty of care a key consideration throughout.
- assurance of effectiveness of actions for improvement were conducted through several routes, e.g., team discussions, self-evaluations, internal audit.

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

### **14. 2022-23 Corporate Risk Register – BRIC Extract (Paper 11) (R)**

The Committee received and reviewed the BRIC risk register and noted that this is a new risk register for 2022-23 (revised following discussions at the Board Strategy Day).

The Committee confirmed that they were content that the risks and the assessment and management of the risks reflected the significant risks, within the remit of the BRIC.

The Committee noted the recommendation raised at LTQ to include a 'Risk Heading' to provide a summary reference to the more detailed risk description and that this will be included in future iterations.

**Action BRIC21 A04: The Committee recommended the submission of the BRIC risk register to the Audit and Risk Committee for review.**

### **15. Date of Next Meeting: Tuesday 15 November 2022 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*

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