BOARD OF MANAGEMENT
ACTION TRACKER

Ayrshire College

COMMITTEE: **Board of Management Meeting 24 September 2020**   *(Paper 1a)*

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
28.09.17	1	The Board and the College continue to ensure that all relevant stakeholders remain fully briefed on the impact that the PFI payment continues to have on the fiscal health of the College.	Ongoing	Board Chair and Principal	Ongoing	Following discussions with SFC, the Board had approved the preparation and submission of a Financial Sustainability Plan (FSP) covering the two years 2019 to 2021 that was forwarded to SFC in November 2018. As a part of this process, an offer of £700K of strategic funding had been received from SFC for each of the two years of the FSP. This represented approximately 50% of the annual PFI costs to the College and the FSP had been calculated on that basis prior to its submission. The FSP had been set against the FFR approved by the Board and returned to SFC at the beginning of October 2019. As a part of this process, an Organisational Review, as approved by the Board, was also underway. The Board noted that SFC intended to introduce a new college funding model with effect from academic year 2022-23. A further FFR prepared in line with the above position was considered by the Board at its meeting on 26 September 2019.
28.09.17	4	Consideration to be given as to how the College and the Hospitality Industry can co-operate in an effort to increase the number of people being	June 2018	Board/ELT/Directors	In Progress (Updated September 2019)	Under the revised structure operational from August 2019, discussions are taking place between the College and the industry with a view to how best to address the industry's requirements

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
		attracted to learn and train for a future career in the industry.				within curricula development moving forward Update September 2019. Principal has met with Bill Costley and further discussions are planned.
26.09.19	19	The Student President and Mary McClung meet to discuss the use being made of the College gym facilities.	March 2020	J McCrindle/M McClung	In Progress	
12.12.19	21	An externally held Board Meeting, at locations conducive with Board Stakeholders, be incorporated annually into the Schedule of Meetings from 2020-21.	Annually	Chair/Board Secretary	In Progress	Provisional arrangement to hold the September 2020 meeting at NATS. Now dependant on the progress made in emerging from the Covid19 pandemic.
12.12.19	22	In relation to the Externally Facilitated Board Effectiveness Review scheduled for Completion by December 31 2020, the Board Chair, the Principal and the Board Secretary identify an appropriate External Facilitator to undertake the review.	March 2020	Board Chair/Principal/ Board Secretary	In Progress	Completion has now been deferred until at least April 30 2021
12.12.19	23	In relation to the Externally Facilitated Board Effectiveness Review scheduled for Completion by December 31 2020, B Ferguson and M Breen to further discuss the potential requirement for the College's tendering process to be used in identifying an appropriate External Facilitator.	March 2020	Board Secretary/Michael Breen	In Progress	

* <mark>*Not Started*</mark> */ *<mark>*In Progress*</mark> */ Completed*

Ayrshire College   *(Paper 2)*

Board of Management Meeting

24 September 2020

Subject:	Student Association Report
Purpose:	To update Members on Student Association activity since the last meeting
Recommendation:	That Members note the content of the report and feedback any recommendations they may have

1. Background

Following a rescheduling of the Student President Elections, Student President, Lauren Howieson and Student Vice President, Steven Oliver, officially took up their positions on 1 July 2020.

Lauren has returned for a second year following her role as Student Vice President. Prior to taking up the role of Student Vice President, Steven studied an NC in Health and Social care at the Ayr Campus.

Both officers attended the NUS Scotland 'Lead and Change' online training in July in preparation for their new roles.

2. Current Situation

During this period of challenge due to the COVID-19 situation, learning new technologies and adapting to new ways of working, ACSA has set out its priorities for the year ahead which are dominated by student mental health and wellbeing. Another priority area for development is the delivery of the Student Ambassador Model of student feedback.

We are currently looking at ways in which we can create a virtual Student Association which will be fit for purpose and enable the Student Association to support and represent students effectively.

The Student Association, along with the Head of Quality Enhancement and Head of Student Experience are planning the recruitment and delivery of the new Student Ambassadors who will conduct their focus groups through Microsoft Teams.

3. Association Activity

Staying Safe on Campus – Communication Strategy for COVID Awareness

Following a meeting with Jane McKie and subsequent conversations, the Student Association will be working closely with marketing and will be instrumental in relaying the message of COVID Awareness, pertaining to on-campus arrangements and also reinforcing the Scottish Government's national public service messages around safe

travel etc. The Student President will work closely with NUS with regards to communicating any sector wide messages specifically for college students.

Fresher's Event

Due to COVID-19 restrictions, the Student Association are planning an alternative Freshers event using the Wakelet platform. Wakelet allows us to bring together information and resources from companies and organisations whose services support our students. Through the Wakelet, students will also have access to student discounts as well as live social events, such as quizzes, live music and online chats.
A link to the Freshers Wakelet will be sent to all students upon the start of the new academic year.

Wear It On Your Sleeve

The Student Vice President will be taking the Wear It On Your Sleeve campaign forward and has ideas on how this can be developed. He hopes to work closely with the WIOYS Champions to gather ideas on how this campaign can work best for individual curriculum areas. The campaign aims to encourage males to open up and talk about mental health with the message that 'talking saves lives'. We will be re-launching the campaign during My Mental Health Matters Month, which takes place from 10 September to 10 October, with a series online weekly drop ins.

Student Mental Health Agreement

The Student Association has been working with the Equality and Inclusion Advisor and Head of Student Experience to lay out our commitments to students with regards to promoting good mental health. The 2020/21 Student Mental Health Agreement will be launched during My Mental Health Matters Month with an online Q&A session inviting students and staff to join a panel discussion on the pledges contained within the document and what activities we plan to ensure that the outcomes are met as well as general discussion around student mental health. There will also be an accompanying promotional campaign throughout the month to make students and staff aware of the SMHA and its contents.

Your Voice Matters

Upon the return of full-time students in September, the Student Association will recruit thirty Student Ambassadors from across the College. Ambassadors will receive training on how to deliver a focus group remotely and the Student Association will work with the Quality Enhancement Team to roll out the initial experiences survey in November which will be facilitated by the Student Ambassadors. The model has been developed based upon feedback from previous Ambassador experience to provide students with a named contact for their class who will be an Ambassador allocated to their course. They can contact their Ambassador at any time with any questions, concerns or feedback about learning and teaching and the Student Association team will support the Student Ambassadors with this process and ensure the Ambassadors have the support they need.

Future Activity

Clubs and Societies

The Student Association will be looking to recruit students interested in helping facilitate student clubs within the College. Recruitment for online clubs will take place during Freshers and the Student Association will continue to support these throughout the academic year. The Student President will support the continuation of the LGBT+ Forum and the Student Vice President has expressed an interest in starting a gaming club. Once we have received information on what clubs students would like to take part in, we will work with students to facilitate these and will promote widely to all students.

Wellbeing Champions

Following a successful pilot on Kilmarnock campus last year, the Student Association plan to recruit Wellbeing Champions from across the College to assist with delivering our commitments as laid out in the Student Mental Health Agreement. Last year's champions were recruited from the Health and Social Care curriculum area and we will be in contact with the managers in these areas in due course to begin planning for the recruitment of a new cohort.

Conference Attendance

NUS Lead and Change – The Student President and Student Vice-President attended this online training upon taking up post in July which is delivered by NUS Scotland and has been specifically designed for new and returning sabbatical officers.

The Gathering - The Student President and Vice President will attend the NUS Scotland's Gathering event which takes place online on 27 and 28 August. The Gathering brings together examples of best practice from Student Associations from across the sector.

4. **Proposals**

   N/A

5. **Risks**

   Due to the challenging issues dealt with within the SA there is a risk of reputational damage.

6. **Equality Impact Assessment**

   Due to the nature of this paper an equality impact assessment has not been undertaken.

7. Conclusion

ACSA will continue to work alongside staff in order to best support and encourage student and make the 2020/21 session, despite the unprecedented challenges it brings, both enjoyable and successful for students.

Lauren Howieson
Student President
20 August 2020

Publication
This paper will be published on the College website

Ayrshire College   *(Paper 3)*

Board of Management Meeting

24 September 2020

Subject:	Proposed Amendments to Section 3 (Board and Committees Terms of Reference) of the Responsibilities and Standing Orders
Purpose:	To update the Board and Committees Terms of Reference
Recommendation:	The proposed amendments be approved

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1.   Background

The Committees at the first quarter cycle of meetings considered and approved their Terms of Reference.

2.   Current Situation

The final Committee meeting of the first quarter was the Audit Committee. Some substantive changes designed to bring the Committee's Term of Reference into line with the most recent Scottish Government and also Treasury advice, including changing the name of the Committee to the Audit and Risk Committee, were considered and approved. It is now brought to the Board for formal approval.

In preparing these revisions the opportunity was taken to undertake some editorial tidying to the *Authority* and *Reporting Arrangements* sections of the Terms of Reference. In order to ensure continuity, these have been extended to the Board and remaining committees' Terms of Reference.

3.   Proposals

The Board approve the revised Terms of Reference of the Audit Committee and change of name to Audit and Risk Committee.

The Board approve the editorial revisions to the Board and remaining Committees Terms of Reference.

4.   Consultation

Audit Committee

5.   Resource Implications

None

6.   Risks

It is the responsibility of the Board to maintain and ensure that its Terms of Reference and those of its standing committees remain appropriate and in line with governance requirements.

7. **Equality and Diversity Impact Assessment**

None necessary

8. **Conclusion**

The above proposals be approved by the Board.

Brendan Ferguson
Secretary to the Board of Management
September 2020

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 18 persons.

The Board shall comprise:

- The Principal 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 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").

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 Secretary 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 Secretary 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 Secretary to the Board of Management to call a meeting.

The Chair of the Board of Management will instruct the Secretary to the Board of Management to call meetings of the Board. The agenda and supporting papers will be sent 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 Secretary 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 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:

- To approve Strategies presented by the relevant Committees;

- To approve the planning cycle proposed by the Executive Management Team for the preparation of the Outcome Agreement, the College Strategic Plan, and to approve the Plan itself before publication;

- To approve the annual accounts, following consideration by the Business, Resources and Infrastructure Committee and Audit Committee;

- To approve the College budget proposals, following consideration by the Business, Resources and Infrastructure Committee;

- To approve the appointment of the Principal and Chief Executive;

- To approve any financial packages in excess of statutory provisions, for severance payments, following consideration by the Performance Review and Remuneration Committee;

- To receive and consider at each meeting the Board of Management extract from the rolling Ayrshire College Corporate Risk Register, and to advise the Audit Committee Accordingly;

- To receive, consider and approve the Ayrshire College Corporate Risk Register following consideration and comment by the Audit Committee;

- 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]

- To ensure that appropriate and adequate induction procedures are in place for all new Board Members

- 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.

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 Secretary. 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 Secretary to the Board of Management.

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

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

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 will be known as the Audit and Risk Committee of the Board and 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 and providing assurance to the Board on all matters related to the external audit,and 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, and financial reporting issues and corporate 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 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 Assurance Committee must have recent relevant financial or audit experience.

The Committee Chair 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 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 responsible for Financeand College Systems, the Director of Finance and Student Funding and, where appropriate, other staff should 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 Secretary to the Board of Management to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee. The agenda and supporting papers will be sent 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 secretary) for all or part of a meeting if they so decide.

The Committee will normally meet with the eExternal and iInternal aauditors annually without any non-members (with the exception of the secretary) of the Executive Management Team being present.

Duties

- To agree Strategies within the Committee's overall remit subject to Board of Management Approval.

- Reviewing and advising the Board of Management on the effectiveness of the College's financial and other internal Control Systems.

- Reviewing and advising the Board of Management on corporate governance requirements.

- Reviewing and advising the Board of Management on the effectiveness of the College risk management procedures, the presentation of the Ayrshire College Corporate Risk Register and the maintenance of an appropriate balance between risk and opportunity

- Appointing the College's Internal Auditors on a contractual basis and agreeing on the terms of reference for an audit service.

- Reviewing the scope and effectiveness of the work of the internal and external auditor using appropriate performance indicators.

- Considering issues raised in audit reports, annual management letter and reporting to the Board of Management on action required.

- Considering the College's annual financial statements and external auditor's report 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.

- Agreeing an internal and external audit plan.

- Advising the Board of Management on internal and external value for money reviews which secure the effective use of College resources.

- Preparing an Annual Report to the Board of Management on the work of the Audit Committee which will then be submitted to the Scottish Funding Council.

- Reviewing reported cases of impropriety to establish whether they have been appropriately handled.

- Agreeing the fees of Internal and External Auditors.

- Ensuring the system of risk management established by Ayrshire College remains fit for purpose and is being appropriately maintained.

- At each meeting receive and consider the rolling Ayrshire College Corporate Risk Register and comment accordingly to the Board of Management.

- The consideration and approval of the Ayrshire College Business Continuity Plan at the second quarterly meeting of each session.

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 sSenior mManager or eEmployee of the College, its aAdvisors or mMember 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 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 Committee by the Board Secretary. These will be circulated, in draft form normally within ten working days to the appropriate eExecutive Leadership Team 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 Secretary to the Board of Management.

The Chair of the Committee shall report on the work and recommendations of the Committee and submit Committee minutes 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.

3.3 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 will be known as the Business Resources and Infrastructure Committee of the College Board and 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 existing College Estate including land, buildings, moveable assets and equipment and/or regulations and also ensure that any guidance published by the Scottish Funding Council is observed.

- overseeing all matters related to the strategic and operational planning relating to the College's continuing organisational development, its human resource strategies and will consider and monitor the College wide strategies for the continuing development of an inclusive culture where the College mission, aims and values underpin everyday work and learning.

- 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 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 should 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 Secretary to the Board of Management to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee. The agenda and supporting papers will be sent to members at least five working days before the day of the meeting.

Duties

- Provide guidance and direction to College Management as appropriate.

- To agree Strategies within the Committee's overall remit subject to Board of Management Approval.

- To ensure that the mission, aims and values of the College promote a positive and inclusive culture for staff and learners and to monitor staff feedback to ensure open and transparent communication.

- To ensure that the College supports strong and effective leadership, personal and professional development and the empowerment of teams.

- To monitor the reports with regard to systems and processes to ensure that the College is managing and developing the organisation professionally and appropriately, with a focus on legislative requirements.

- To ensure that the College maintains its Organisational Development and Human Resources Strategy including arrangements for staff/management development and Continuous Professional Development to ensure alignment with organisational priorities and stakeholder needs.

- To ensure that the College reviews key performance indicators in relation to Human Resources and Organisational Wellbeing to ensure they reflect key elements of policy and strategy for staff and stakeholders and to monitor outcomes on a variance reporting basis for the purposes of continuous improvement.

- To ensure that the College embeds the principles of Equality & Diversity.

- To ensure that the College embeds the principles of Health, safety and wellbeing.

- To ensure that the College is managing and developing effective, open and transparent internal communications and dialogue with staff.

- To regularly review all property assets.

- To discuss and make recommendations to the Board on the annual capital expenditure programme and proposed estates projects, and to consider the strategic robustness and financial viability of the proposals.

- To oversee the major estates projects to ensure that projects are developed within the parameters specified by the Board of Management.

- To 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.

- Ensure compliance with the Scottish Funding Council's Financial Memorandum with regard to the College's estate and all strategic financial decisions and actions

- Ensure the principles of sustainability in managing the College's estate.

- To receive and consider the Committee's extract from the current version of the Corporate Risk Register and to advise the Audit Committee accordingly

- Consider and make recommendations to the Board on the annual financial budget for the College.

- 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.

- Monitor in-year expenditure against budget and advise the Board including any requirement for remedial action.

- Consider financial benchmarking and performance information on a variance reporting basis

- Agree the College's borrowing requirement and approve 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 approve all requests for project funding prepared for submission to the Ayrshire College Foundation.

- 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.

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

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 sSenior mManager or eEmployee of the College, its aAdvisors or mMember 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 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 Committee by the Board Secretary. These will be circulated, in draft form normally within ten working days to the appropriate eExecutive mManagement Team 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 Secretary to the Board of Management.

The Chair of the Committee shall report on the work and recommendations of the Committee and submit Committee minutes 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 and Teaching Committee Terms of Reference

Introduction

The Learning and Teaching 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 known as the Learning and Teaching Committee of the College Board and 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 and operational planning and delivery of Learning and Teaching within the College and provide assurance to the Board on students' issues and monitoring the learning and teaching performance of the College.

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 should 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 Secretary to the Board of Management to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee. The agenda and supporting papers will be sent to members at least five working days before the day of the meeting.

Duties

- To agree Strategies within the Committee's overall remit subject to Board of Management Approval.

- To approve the curriculum portfolio within the context of the College's strategic objectives and to meet the requirements of the Ayrshire College Outcome Agreement.

- To agree the College strategy on provision for young people (16-19), disadvantaged groups, the unemployed, employed and lifelong learners.

- To scrutinise performance indicators (PI's) in relation to student success including but not limited to; student retention and student outcome data, SIMD and post course destinations and consider action taken to improve performance where the PI's fall below national benchmarks.

- To monitor the progress and outcomes of the College curriculum directorates and service areas self-evaluation reports.

- To consider and review strategies supporting learning, teaching and assessment and student support funds.

- 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.

- To monitor equality and diversity strategies, scrutinise data and receive reports on learner profiles and interventions.

- To monitor the use of student funds including; bursaries, educational maintenance allowance (EMA) childcare and discretionary funds.

- To review student feedback on their College experience using a range of methods and monitor actions for improvement.

- To monitor transition agreements between local schools, the College, University partners and employers and to receive annual reports.

- To receive and consider an annual report on student complaints and how they are dealt with.

- To receive and consider an annual report on Student Welfare incorporating safeguarding and behavioural management issues.

- To receive and consider a Student Satisfaction Annual Report.

- To receive and consider the Committee's extract from the current version of the Corporate Risk Register and to advise the Audit Committee accordingly

- To receive and consider reports on industry programmes

- To celebrate success with staff and students.

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 sSenior mManager or eEmployee of the College, its aAdvisors or mMember 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 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 Committee by the Board Secretary. These will be circulated, in draft form normally within ten working days to the appropriate eExecutive mManagement Team 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 Secretary to the Board of Management.

The Chair of the Committee shall report on the work and recommendations of the Committee and submit Committee minutes 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 known as the Performance Review and Remuneration Committee of the College Board and 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. 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.

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 Secretary to the Board of Management to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee. The agenda and supporting papers will be sent to members at least five working days before the day of the meeting.

Duties

- 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.

- To agree remuneration for those members of staff who are not included within the scope of the NRPA.

- 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.

- To take account of any advice given by the Scottish Funding Council in terms of remuneration.

- To take account of any guidance issued by the Treasury or other relevant Government bodies on public sector salaries.

- To consider benchmarking information across the Sector and job evaluation processes as appropriate in determining remuneration strategies for staff outwith the scope of the NRPA.

- To report to the Board of Management on remuneration policies for staff outwith 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 sSenior mManager or eEmployee of the College, its aAdvisors or mMember 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 will decide on the business of the meeting, if any, that may be fully published on the College website. Normally it would be expected that papers and minutes that lie outwith the exclusions listed in paragraph 2.8 of these Standing Orders will be published.

Minutes will be kept of the proceedings of the Committee by the Board Secretary. These will be circulated, in draft form normally within ten working days to the appropriate eExecutive mManagement Team 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 Secretary to the Board of Management.

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

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 known as the Search and Nomination Committee of the College Board and 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.[2] 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 Secretary to the Board of Management to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee. The agenda and supporting papers will be sent to members at least five working days before the day of the meeting.

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[2] 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

Duties

- 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.

- To recruit and provide recommendations to the Board of Management and, following Board Approval, Scottish Ministers on the appointment and reappointment of Board Members.

- The Committee will give due regard to issues of equality, diversity, demography and opportunity in any appointments recommended.

- The Committee shall conduct the search and nomination processes in a fair, equitable and non-discriminatory manner.

- 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 sSenior mManager or eEmployee of the College, its aAdvisors or mMember 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 will decide on the business of the meeting, if any, that may be fully published on the College website. Normally it would be expected that papers and minutes that lie outwith the exclusions listed in paragraph 2.8 of these Standing Orders will be published.

Minutes will be kept of the proceedings of the Committee by the Board Secretary. These will be circulated, in draft form normally within ten working days to the appropriate eExecutive mManagement Team 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 Secretary to the Board of Management.

The Chair of the Committee shall report on the work of the Committee and submit Committee minutes 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.

Learning and Teaching Committee Work Plan 2020-21

September	November	March	June
Reports to this meeting			
Terms of Reference & 2020-21 Work Plan	Draft 2021-22 Curriculum Delivery Plan	2019-20 Sector KPIs	
Published Regional Outcome Agreement 2020-23*	Draft Regional Outcome Agreement 2021-22	Draft Regional Outcome Agreement 2021-22	Final Regional Outcome Agreement 2021-22
2019-20 Performance Indicator Report* (November)	College Leaver Destination Survey 2018-19	2020-21 Semester 1 Student Satisfaction Survey outcome	2020-21 Student Satisfaction and Engagement Survey
2020-21 Enrolment Position Update Report*	2019-20 Performance Indicator Report		
2019-20 External Verification Report			
Reports to each meeting			
Student Association Report 2020-21	Student Association Report 2020-21	Student Association Report 2020-21	Student Association Report 2020-21
2019-20 Final Credit Position Report at August 2020	2020-21 Credit Activity Target & Early Withdrawals Position	2020-21 Credit Activity Target & Early Withdrawals Position	2020-21 Credit Activity Target Progress Report
Enhancement Plan 2020-21 Progress Report*	Enhancement Plan 2020-21 Progress Report	Enhancement Plan 2020-21 Progress Report	Enhancement Plan 2020-21 Progress Report
2019-20 Student Support Funds: Final Position at July 2020	2020-21 Student Support Funds position	2020-21 Student Support Funds position	2020-21 Student Support Funds position
2019-20 Apprenticeships and Work Based Learning Report	2020-21 Apprenticeships and Work Based Learning Report	2020-21 Apprenticeships and Work Based Learning Report	2020-21 Apprenticeships and Work Based Learning Report
2020-21 Corporate Risk Register (V1): LTC Extract*	2020-21 Corporate Risk Register (V2): LTC Extract	2020-21 Corporate Risk Register (V3): LTC Extract	2020-21 Corporate Risk Register (V4): LTC Extract

Reports unavailable due to COVID-19

Business, Resources and Infrastructure Committee Work Plan 2020-21

September	November	March	June
Reports to this meeting			
Terms of Reference & 2020-21 Work Plan	Statutory Accounts to July 2020 (Before Audit Finalisation)	2021-22 SFC Indicative Funding: Revenue & Capital	2021-22 Budgets for Academic Year ending 31 July 2020
SFC 5 Year Financial Forecast Return (FFR)	2019-20 Health, Safety and Wellbeing Annual Report	2021-22 First Draft SFC Funded Capital & Revenue Expenditure Programme	2021-22 SFC Funded Capital & Revenue Expenditure Programme
			FY 2020-21 SFC Resource Returns
			2021-22 Student Resource Funds Allocation
Reports to each meeting			
2020-21 Management Accounts	2020-21 Management Accounts	2020-21 Management Accounts	2020-21 Management Accounts
2020-21 Cashflow Projections	2020-21 Cashflow Projections	2020-21 Cashflow Projections	2020-21 Cashflow Projections
2019-20 Student Support Funds Final Position at July 2020	2020-21 Student Support Funds Position Update	2020-21 Student Support Funds Position Update	2020-21 Student Support Funds Position Update
2020-21 SFC Funded Capital Expenditure Position	2020-21 SFC Funded Capital Expenditure Position	2020-21 SFC Funded Capital Expenditure Position	2021-22 SFC Funded Capital Expenditure Position
HR and Organisational Development Reports	HR and Organisational Development Reports	HR and Organisational Development Reports	HR and Organisational Development Reports
2020-21 Corporate Risk Register (V1): BRIC Extract	2020-21 Corporate Risk Register (V2): BRIC Extract	2020-21 Corporate Risk Register (V3): BRIC Extract	2020-21 Corporate Risk Register (V4): BRIC Extract

Audit Committee Work Plan 2020-21

September	November	March	June
Terms of Reference & 2020-21 Work Plan	2019-20 Financial Statements to July 2020	2020-21 Internal Audit Reports	2020-21 Internal Audit Reports
2019-20 Internal Audit Reports	2019-20 Letter to SAA Covering Internal Audit of Discretionary Funds Return	Internal Audit Rolling Action Plan at February 2021	External Audit Strategy Review and Plan for 12 Months Ending July 2021
Corporate Risk Register 2020-21 (V1)	2019-20 Credit Data Return Internal Audit Report	Corporate Risk Register 2020-21 (V3)	Internal Audit Rolling Action Plan at May 2021
Internal Audit Rolling Action Plan at September 2020	2019-20 Audit Committee Chair's Draft Annual Report	An Audit Development Session to be prepared and presented by one of the internal or external auditors	Corporate Risk Register 2020-21 (V4)
2020-21 September Internal Audit Progress Report	2020-21 November Internal Audit Progress Report		Audit Scotland Annual Report on the Performance of Scotland's Colleges
External Audit Progress Report	Internal Audit Rolling Action Plan at November 2020		
	Corporate Risk Register 2020-21 (V2)		
	2019-20 Internal Audit Reports		
	Meeting between Committee and Auditors without non-Members present		

Board of Management Work Plan 2020-21

September	December	March	June
Reports to this meeting			
Board of Management Terms of Reference & 2020-21 Work Plan	2019-20 Financial Statements to July 2019: i. Board of Management Report and Financial Statements ii. Annual Report to the Board of Management and Auditor General iii. Letter of Representation	Draft Board & Committee Meeting Dates 2021 - 2022	Board Rolling Development Plan 2021-22
Board and Committee Membership 2020-21	Internal Audit Annual Report	Draft Outcome Agreement 2021-22	Outcome Agreement 2021-22
SFC 5 Year Financial Forecast Return (FFR)[1]	Audit Committee Annual Report	2021-22 SFC Indicative Funding: Revenue & Capital	2021-22 Budgets for Academic Year ending 31 July 2022
	2019-20 Evaluative Report & 2019-22 Enhancement Plan	2021-22 First Draft SFC Funded Capital & Revenue Expenditure Programme	2021-22 SFC Funded Capital & Revenue Expenditure Programme
	2019-20 Health, Safety and Wellbeing Annual Report		
Reports to each meeting			
Chair's report	Chair's report	Chair's report	Chair's report
Covid-19 Report	Covid-19 Report	Covid-19 Report	Covid-19 Report
Student Association Report	Student Association Report	Student Association Report	Student Association Report
Progress of National Bargaining	Progress of National Bargaining	Progress of National Bargaining	Progress of National Bargaining
Committee Chairs Reports	Committee Chairs Reports	Committee Chairs Reports	Committee Chairs Reports
Receipt of Confirmed Committee Minutes	Receipt of Confirmed Committee Minutes	Receipt of Confirmed Committee Minutes	Receipt of Confirmed Committee Minutes

[1] Covid-19 Restrictions contingent

2020-21 Corporate Risk Register (V1)	2020-21Corporate Risk Register (V2)	2020-21 Corporate Risk Register (V3)	2020-21 Corporate Risk Register (V4)

Ayrshire College *(Paper 5)*

Board of Management Meeting

24 September 2020

Subject: Committee Memberships 2020-21

Purpose: The Board to approve the proposed Committee Memberships for
2020-21

Recommendation: The Proposed Committee Memberships be approved

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1.   Background

Each year the memberships of the Standing Committees is reviewed in light of changes in the membership of the Board and the desirability to ensure each member has an appropriate committee experience during their period of appointment. The proposed memberships are then brought by the Board Chair to the Board for approval. It is important to note that further exigencies may occur during the remainder any given year that could result in further changes being required. The Board would be circulated accordingly with an update when changes are made.

Such changes will occur this academic year as fresh elections for both support and curriculum staff members are scheduled to be held in October, with nominations currently under way. This will result in two additional elected members who will become members of standing committees accordingly.

There will also be Board elections for the positions of Vice Chair and Senior Independent Member. This may, in turn, require additions to the membership of the Search and Nominations Committee and the Performance Review and Remuneration Committee.

2.   Current Situation

There have been six retirees from Board Membership since June 2020. Three of the retirees are non-executive members, two are elected staff members and one is the retiring Student Association President. The Scottish Government has now formally approved the appointments to membership of the Board of Management of three new non-executive members:

Ms Beth Clelland
Mr Sathish Srinivasan
Mr Matthew Wilson

The proposals from the Interview and Appointment Panel, established by the Search and Nomination Committee, for the appointment of three individuals to membership of the Board was approved by the Board via circulation in August 2020, Unfortunately the delay in the recruitment exercise occasioned by the lockdown, meant the requisite Scottish Ministerial approval was not received in time for the new members to participate in the first quarter Committee round.

As mentioned above, the process of nomination and election of new staff members is now underway, with the outcome expected in October 2020.

The attached Board Committee Membership Structure shows members who have retired from a committee in red, and those who have been newly appointed to a committee in blue.

3. **Proposals**

    The proposed Committee Membership Structure be approved.

4. **Consultation**

    These are the proposals of the Board Chair

5. **Resource Implications**

    None

6. **Risks**

    There is a risk that if the committees are not properly populated they would be unable to fulfil their work plan and Terms of Reference.

7. **Equality and Diversity Impact Assessment**

    The Board has an equal gender balance, in line with Scottish Government guidance, and this is reflected in the proposed committee memberships.

8. **Conclusion**

    The proposed committee memberships are presented to the Board for approval.

<div align="right">

Brendan Ferguson
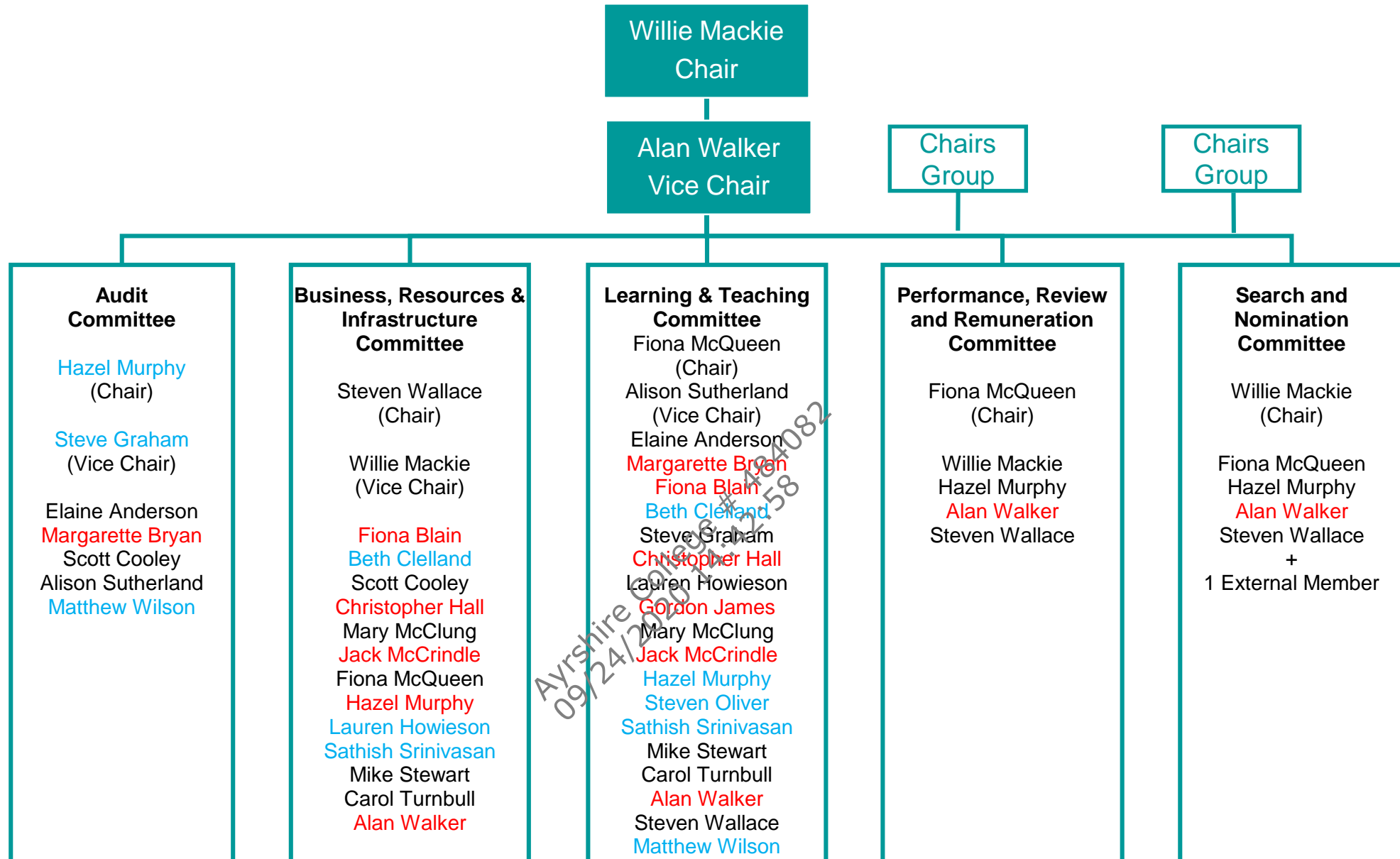**Secretary to the Board of Management**
September 2020

</div>

Publication

This paper will be published on the College website.

Board of Management Committee Structure
AY 2020-21

Willie Mackie
Chair

Alan Walker
Vice Chair

Chairs Group

Chairs Group

Audit Committee

Hazel Murphy
(Chair)

Steve Graham
(Vice Chair)

Elaine Anderson
Margarette Bryan
Scott Cooley
Alison Sutherland
Matthew Wilson

Business, Resources & Infrastructure Committee

Steven Wallace
(Chair)

Willie Mackie
(Vice Chair)

Fiona Blain
Beth Clelland
Scott Cooley
Christopher Hall
Mary McClung
Jack McCrindle
Fiona McQueen
Hazel Murphy
Lauren Howieson
Sathish Srinivasan
Mike Stewart
Carol Turnbull
Alan Walker

Learning & Teaching Committee

Fiona McQueen
(Chair)
Alison Sutherland
(Vice Chair)
Elaine Anderson
Margarette Bryan
Fiona Blain
Beth Clelland
Steve Graham
Christopher Hall
Lauren Howieson
Gordon James
Mary McClung
Jack McCrindle
Hazel Murphy
Steven Oliver
Sathish Srinivasan
Mike Stewart
Carol Turnbull
Alan Walker
Steven Wallace
Matthew Wilson

Performance, Review and Remuneration Committee

Fiona McQueen
(Chair)

Willie Mackie
Hazel Murphy
Alan Walker
Steven Wallace

Search and Nomination Committee

Willie Mackie
(Chair)

Fiona McQueen
Hazel Murphy
Alan Walker
Steven Wallace
+
1 External Member

Minute of the Learning & Teaching Committee Meeting
Held via Video Conference using Zoom,
On Thursday 28 May 2020

Ayrshire College

Present: Fiona McQueen (Chair)   *(Paper 8)*
Elaine Anderson
Fiona Blain
Margarette Bryan
Steve Graham
Christopher Hall
Gordon James
Jack McCrindle
Mike Stewart
Alison Sutherland
Carol Turnbull
Alan Walker
Steven Wallace

In attendance: Brendan Ferguson (Board Secretary)
Yvonne Melvin (Executive Assistant)
Anne Campbell (Vice Principal – Curriculum)
Michael Breen (Vice Principal – Finance)
Jane McKie (Vice Principal – People)
Elaine Hutton (Director of Curriculum – Creative, Social Science, Sport and Fitness & Hospitality)
Julie Maxwell (Director of Curriculum – Health & Social Care, Early Years, Essential Skills, Supported Learning and ESOL)
Gavin Murray (Director of Curriculum – ACES, Computing, Games Development & Business Inc. Travel and Tourism)

1   Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting. .

There were no declarations of Interest.

2   Apologies

Apologies were received from Committee members Mary McClung and Lauren Howieson and from SLT member James Thomson.

3   Minutes of the Previous Meeting held on 5 March 2020 *(Paper 1) (C/P)*

The minutes were approved as a correct record.

Proposed: Mike Stewart
Seconded: Margarette Bryan

There were no matters arising.

Action Tracker *(Paper 1a)*

The Chair introduced Paper 1a.

There were no outstanding actions.

4   Student Association Report *(Paper 2) (P)*

J McCrindle introduced Paper 2 and took the Committee through it as presented. The Committee was reminded that the 2020 Student Association elections were due to take place on campus in March 2020 but were postponed following the campus closures resultant on the imposition of Covid-19 restrictions. It was noted that, following discussions with NUS, ACSA would now be conducting online student elections with campaigning and polling taking place from 1 to 5 June 2020. The successful candidates would officially take up post on 1 August 2020, with the current Student President and Student Vice President's terms extended to 31 July to ensure continuous student representation. As the current Student President officially took up post on the 31 July 2018 and would remain in post until 31 July 2020, this would allow the maximum two-year tenure as written into the legislation (section 22, Post-16 Education (Scotland) Act 2013). The Student Vice President has served one year in office and, if re-elected, could serve a further one year, to 30 June 2021.

J McCrindle highlighted that the Periods R Pants initiative was moved online and students were able to apply for a free 3-month sanitary pack using a Survey Monkey Link. The College's sanitary provider, Hey!Girls, would then post the packs directly to the student's home address. The Committee was pleased to note that the initiative had received a very positive response and that, following the effective marketing of this scheme by the Student's Association, Ayrshire College had experienced the highest uptake of these products across the sector, with over 300 students requesting packs.

J McCrindle also updated the Committee on the recent NUS Scotland Conference, advising that the Conference took place, as planned, on 19 and 20 March 2020 as a virtual conference. The Committee was advised that a new NUS Scotland President was elected and Matt Crilly, former Strathclyde University Student President, was the successful candidate.

The Committee noted and welcomed the above report.

5   Covid-19 Update *(Paper 3) (P)*

A Campbell introduced Paper 3 and took the Committee through it as presented. It was highlighted that the Scottish Funding Council had confirmed that colleges were not required to submit the mandatory Student Satisfaction and Engagement Survey for 2019-20 due to the direct impact of Covid-19.

A Campbell also highlighted the various and extensive measures taken by the College to continue the support of students throughout the lockdown period, particularly the launch of a digital mental health and wellbeing service – The Big White Wall. The Committee was pleased to note the work undertaken by the College in supporting the student body during this very difficult period and was also pleased to note the support provided by the College to the Ayrshire Region.

The Committee was informed that the focus, going forward, would be planning for session 2020-21, with the health, safety and wellbeing of students and staff at the forefront. A Campbell provided assurance that the College would strictly adhere to both UK and Scottish Government guidance and that scenario planning was taking place to ensure physical distancing was in place. It was noted that the

College was currently establishing working groups to ensure all aspects of re-opening were covered.

Further discussions took place, during which the additional costs and student access to ICT for digital learning was raised. The Committee was advised that ICT issues for students and the significant investment required by the college sector for digital learning was currently being discussed at a national level, with various options being considered. The Committee noted that College subject teams were looking at students' access to ICT at a detailed level and that a phased return to campus would allow contact to be made with individual students to confirm their position and needs.

The Committee noted the content of Paper 3 and commended the College and the students on the support they had provided to date during lockdown. The Committee also commended the dedication of the College curriculum staff in in providing the maximum permissible support to students during this period.

6   **2019-20 Credit Position Report (position at 15 May 2020)** *(Paper 4) (P)*

A Campbell introduced Paper 4, confirming that the College is expected to exceed its credit target by 433 credits. The Committee noted this as a very positive position.

The Committee noted Paper 4 and the positive 2019-20 credit position reported.

7   **2019-20 Student Support Funds at 15 May 2020** *(Paper 5) (P)*

M Breen took the Committee through Paper 5, advising of a small underspend in the 2019-20 Student Support Funds of c£32,000. It was noted that this would be used to continue to provide support to students adversely affected by the Covid-19 pandemic. The overspend in FE Discretionary Funds was also highlighted. The Committee was advised that this was due to the additional financial assistance provided to students during the current period.

The Committee noted Paper 5 and commended the College and its Finance Team for the support provided to students during the Covid-19 pandemic.

8   **Apprenticeship and Work Based Learning Report** *(Paper 6) (P)*

G Murray introduced Paper 6. The Committee noted that the impact of Covid-19 meant that the College was expected to fall short of its Modern Apprenticeship target, with the areas of Hairdressing and Hospitality receiving the highest impact. However, it was also noted that the College expected to achieve its Commercial SVQ target and exceed the Sub-Contracted Modern Apprenticeships target.

The Committee was pleased to note that, despite the ongoing Covid-19 situation, the College has continued engagement with local employers.

The Committee noted the contents of Paper 6 and commended the ongoing work being undertaken by the College.

9   2020-21 Student Recruitment Report (as at 15 May 2020) *(Paper 7) (P)*

A Campbell introduced Paper 7, advising that the total number of applications received by the College were broadly comparable to AY2019-20 but that the number of acceptances had increased by over 20%. It was noted that a like for like comparison on the previous year was not yet possible as school-college partnership applications were still to be included, but this was an overall positive report. A caveat was provided that the potential impact of Covid-19 on the Colleges 2020-21 enrolment was, as yet, unknown.

The Committee was advised that a recent survey of the college sector suggested a downward turn in applications. If that proved to be correct, then the position of Ayrshire College as at 15 May 2020 was very positive.

The Committee noted the contents of Paper 7 and commended the College on it positive position.

10   Risk Register – Learning and Teaching Extract at May 2020 *(Verbal) (R)*

M Breen provided a verbal update, advising that the approach to risk management within the College during to Covid-19 pandemic and the consequent restrictions imposed had been discussed by the Executive Leadership Team. It was proposed that a paper be provided for consideration by the Audit Committee outlining the actions taken by the College to mitigate the risks which, if approved, would then be presented to the Board at their meeting in June 2020. As such, the normal committee extract from the Corporate Risk Register was, with the approval of the Committee, being suspended pending discussion at the Audit Committee and the Board of Management.

Discussion followed during which it was agreed that the above proposal represented an appropriate way to proceed and agreeing the suspension of the Committee's risk extract.

In response to a query, M Breen reassured the Committee that the risk to the Colleges infrastructure was being managed as essential work to the campuses continued to be undertaken by Estates staff.

The Committee thanked M Breen for the update and approved the proposal. The Committee also agreed that it would be appropriate to suspend receipt of the Learning and Teaching Committee Corporate Risk Extract pending discussion at the Audit Committee and the Board of Management.

Received for Information

11   Regional Outcome Agreement 2020-23 *(Paper 8) (P)*

12   SFC – Report on Widening Access *(Paper 9) (P)*

13   Date of Next Meeting: Thursday 3 September 2020 at 4.00pm

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

Reserved Items on Next Page

**Minute of the Business, Resources and Infrastructure
Committee Meeting
Held via Video Conference Using Zoom
On Tuesday 2 June 2020**

(Paper 9)

Present: Steven Wallace (Chair)
Willie Mackie (Vice Chair)
Fiona Blain
Scott Cooley
Christopher Hall
Jack McCrindle
Fiona McQueen
Hazel Murphy
Mike Stewart
Carol Turnbull (Principal)
Alan Walker

In attendance: Brendan Ferguson (Board Secretary)
Yvonne Melvin (Executive Assistant)
Michael Breen (Vice Principal – Finance)
Anne Campbell (Vice Principal – Curriculum)
Jane McKie (Vice Principal – People)
James Thomson (Director of Finance and Student Funding)
David Davidson (Director of HR & OD)
Liz Walker (Head of Financial Services)
Nuala Boyle (Head of Business Growth) – *Item 16 Only*

1   Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting.

There were no declarations of interest.

2   Apologies

Apologies were received from Board Member Mary McClung.

3   Minutes of the Previous Meeting held on 10 March 2020 *(Paper 1) (P)*

The minutes were approved as a correct record.

Proposed: Hazel Murphy
Seconded: Mike Stewart

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

Action 4 -   The Committee noted that this would be covered in the main
agenda.

Action 9 -   The Committee agreed this would remain marked as In Progress.

Action 15 - The Committee agreed this be marked as Completed.

Action 16 - The Committee agreed this would remain marked as In Progress.

Action 19 - The Committee agreed this be marked as Completed.

Action 20 - The Committee agreed this be marked as Completed.

Action 21 - The Committee agreed this be marked as Completed.

Action 22 - The Committee noted that this would be covered in the main agenda.

Action 23 - The Committee noted that this would be covered in the main agenda.

Action 24 - The Committee noted that this would be covered in the main agenda.

4 Matters Arising

There were no matters arising not covered in the main agenda.

5 2020-21 Budgets for the academic year ending 31 July 2021 *(Paper 2)*

M Breen introduced Paper 2 as written and provided some further background information. The Committee noted and agreed that in the current situation of unprecedented uncertainty, it was appropriate to provide a 'business as usual' baseline budget in the first instance, to be updated at the next scheduled meeting of the Committee, in September 2020, when more detailed information was available. It was also noted that the provision of a baseline budget at this time was an important indicator of the financial sustainability of the College given the two-year financial sustainability plan agreed with SFC.

J Thomson provided a presentation on the Colleges proposed 2020-21 baseline budget position, as set out in Paper 2. The relationship of the budget presented to the previously agreed Financial Sustainability Plan (FSP) was emphasised. As part of the presentation, J Thomson and M Breen took the Committee through the key areas of Paper 2 and its appendices in detail, covering the approach taken to completing the budget and its context. The budget strategy was discussed at length, during which a number of questions were asked in relation to the potential impact of the pandemic on the College and the college sector. The Committee noted that a significant amount of detail still required national clarification.

The Committee agreed that the baseline budget be commended to the Board at its meeting on 16 June 2020, with an updated budget based on the further information available for 2020-21 being presented to the Committee at its meeting in September 2020. M Breen concluded by advising members that the current focus for the College was preparing the campuses for student and staff returning from the current lockdown position. Any further information consequent on the return would be included in the updated budget presented in September 2020.

The Committee thanked M Breen, J Thomson and the Finance Team for the work undertaken in producing Paper 2. The Committee approved the baseline budget as a correct representation of the Colleges position, outwith Covid-19, in line with the agreed Financial Sustainability Plan and commended it to the Board of Management. The Committee looked forward to receiving the updated budget based on the further information available in September 2020.

6   **2019-20 Management Accounts to April 2020** *(Paper 3) (P)*

J Thomson introduced Paper 3, outlining the variances within the budget headings and advising that due to COVID19 the traditional Management Accounts format had been revised to provide more emphasis/clarity on key budget areas and financial projections going forward to July 2020. A number of questions were asked and satisfactory responses received. In response to a question, J Thomson provided an update on the College's campus facilities, confirming that essential checks and maintenance had continued on all campuses during lockdown in line Government Guidelines.

The Committee approved the 2019-20 Management Accounts to April 2020 and noted the position to date.

7   **2020-21 SFC Funded Capital and Revenue Expenditure Programme** *(Paper 4) (P)*

M Breen introduced Paper 4 and noted that, whilst the capital allocation had increased on AY 2019-20, the amount provided was still significantly lower than allocations pre 2018-19 and this would continue to impact the College capital expenditure proposals. The Committee was advised that the College proposed to utilise £300,000 of its revenue maintenance grant for capital spend and that this would be used towards funding the North Ayrshire Future Skills Hub. It was noted that the utilisation of these funds was still to be agreed by SFC. The remaining capital allocation would be used towards staff and student ICT provision in preparation for the new AY2020-21 delivery model and towards alterations to the campuses in line with COVID-19 requirements.

The Committee was pleased to note that the College's NPD partner had provided a financial donation to the College to support the purchasing of laptops for students.

In response to a query regarding funding sources for digital poverty, C Turnbull advised that this was currently being discussed at a national level and had been raised as an issue at the Scottish Government's recent Education & Skills Committee meeting.

The Committee agreed that Paper 4 be commended to the Board for approval.

8   **Health, Safety & Wellbeing Policy** *(Paper 5) (P)*

D Davidson introduced Paper 5, advising that the Health, Safety & Wellbeing Policy had been subject to a full review to take account of the 2019-20 Organisational Review and that all accountabilities were now consistent with the revised organisational structure established as at 1 August 2019.

In response to a query regarding the College support of student health and wellbeing during the Covid-19 crisis, J McKie advised that both staff and representatives from the College's Student Association had continued to provide advice, guidance and support to students during the pandemic lockdown. Staff were able to actively promote access to The Big White Wall, a digital mental health and wellbeing service providing 24/7online support, with which the College is in contract. The Committee was also advised that recent

contract data reports indicated students had been actively accessing the range of support provided online.

The Committee approved the Health, Safety and Wellbeing Policy as presented.

9   **2020-21 Student Support Funds Allocation** *(Paper 6) (P)*

J Thomson introduced Paper 6 and took the Committee through it as written. The Committee noted that the total allocation of circa £10.6 million included additional student support funding from SFC allocated as part of the 2019-20 in-year redistribution. J Thomson added that the College was able to allocate the total funding into the requisite categories, as set out in Paper 6, and previous years' trends and experience has been used as the basis of the allocations.

The expected position in relation to EMAs was also discussed and the Committee noted the College position in respect of Student Awards Agency Scotland (SAAS) funding.   During discussion, the Committee was pleased to learn that SAAS had allowed the College immediate access to circa £30,000 of the HE Discretionary Fund allocation for 2020-21 to provide students with additional financial support during the current lockdown.

The Committee noted and welcomed the content of Paper 6

10   **HR and Staff Learning and Development Report** *(Paper 7) (P)*

D Davidson took the Committee through Paper 7 and reminded members that the Paper formed the first part of the new format for the HR and Organisational Development report, which the Committee had agreed at the previous meeting. The Committee was advised that, as expected, the current lockdown had impacted on the content of the paper.

The Committee noted the content of Paper 7 and welcomed the sharp decrease in reported short-term sickness absence for the period as compared to the previous year, and that was now below the key performance indicator for the organisation of between 3 and 4%. It was also confirmed that there had been no confirmed cases of Covid-19 reported by staff. D Davidson advised members that the College wide CPD programme outlined had been launched as of 1 June 2020 and positive feedback had been received from staff.

The Committee noted Paper 7, which it considered informative and well received.

11   **Equality and Inclusion & Health, Safety and Wellbeing Report** *(Paper 8) (P)*

J McKie introduced the Equality and Inclusion and Health, Safety and Wellbeing report as the second part of the new format for the HR and Organisational Development report agreed at the previous meeting.

J McKie took the Committee through the report as written, highlighting that staff were being actively encouraged to undertake the online training provided, which included certain mandatory units.   It was noted that all appropriate actions had been taken in respect of incidents reported during the period.

J McKie also highlighted the support provided to the community during Covid-19, as outlined in paragraph 1.6, and advised the Committee that the focus for the Health, Safety and Wellbeing team going forward would be to support the SLT in its efforts to re-open campuses safely and in accordance with the UK and Scottish Government guidelines. The Committee was advised that risk assessments had been, and would continue to be developed, as appropriate and required, and would be in place to support campus re-opening.

The Committee further noted the Gender Action Plan and how it fitted with the recently approved Outcome Agreement.

The Committee noted Paper 8, which was considered informative and well presented. The Committee commended J McKie and the Health, Safety and Wellbeing Team on their response to the current situation and, in particular, the work being undertaken to continue the support provided to students and staff during the period of lockdown.

12   **Complaints Report (Second Quarter)** *(Paper 9) (P)*

J McKie introduced Paper 9 and advised that the report covered the period from November 2019 to January 2020. The Committee noted that all actions in respect of customer care had been completed in the period.

The Committee noted Paper 9.

13   **2019-20 Student Support Funds Position as at May 2020** *(Paper 10) (P)*

J Thomson introduced Paper 10 and stated that while there were no significant issues or concerns contained within the report, the College was committed to the provision of as much support as was possible to the student cohort. The Committee noted within the paper that the College projected a surplus of circa £32,000. J Thomson advised that the College intended to utilise this projected surplus to provide additional financial support to students adversely impacted by the Covid-19 lockdown. In response to a question, J Thomson advised that there were no issues to report in relation to EMA and SAAS funds.

The Committee noted Paper 10 and its content.

14   **AOB**

The Chair recognised that J McCrindle's tenure as Student President would finish at the end of this academic session and, as such, this would be his last attendance as a Business, Resources and Infrastructure Committee member. The Committee warmly thanked J McCrindle for his efforts and valued input to the work of the Committee. Members wished him well in his future endeavours.

15   **Date of Next Meeting –** Tuesday 8 September 2020

(*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 Committee Meeting
Held on Tuesday 9 June 2020
Via Video Conference using Zoom

(Paper 10)

Present:	Gordon James (Chair)
	Hazel Murphy (Vice Chair)
	Elaine Anderson
	Scott Cooley
	Steve Graham
	Alison Sutherland

In attendance:	Brendan Ferguson (Board Secretary)
	Yvonne Melvin (Executive Assistant)
	Michael Breen (Vice Principal - Finance)
	Anne Campbell (Vice Principal – Curriculum)
	Jane McKie (Vice Principal – People)
	James Thomson (Director of Finance, Student Funding & Estates)
	Tony Barrie (BDO – Internal Auditors)
	Joanne Buchanan (Mazars – External Auditors)
	Lucy Nutley (Mazars – External Auditors)
	Claire Robertson (BDO – Internal Auditors)

1 Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting.

There were no declarations of interest.

2 Apologies

Apologies were received from Committee member Margarette Bryan.

3 Minutes of the Previous Meeting held on 26 November 2019 *(Paper 1)* C/P

The minutes were approved as a correct record.

Proposed: Hazel Murphy
Seconded: Elaine Anderson

Audit Action Tracker *(Paper 1A) (P)*

Action 11   The Committee agreed this would be marked as Completed.
Action 14   The Committee agreed this would be marked as Completed.
Action 15   The Committee agreed this would be marked as Completed.
Action 16   The Committee agreed this would be marked as Completed.
Action 17   The Committee agreed this would be marked as Completed.
Action 18   The Committee agreed this would be marked as Completed.
Action 19   The Committee agreed this would be marked as Completed.

4 Matters Arising

There were no matters arising not dealt with on the Agenda.

5   **Internal Audit - BDO**

i.   Internal Audit Report 2019-20 – Data Protection (GDPR) *(Paper 2) (P)*

T Barrie (BDO) took the Committee through Paper 2, its conclusions and recommendations, explaining the findings reached. In summary, T Barrie concluded that the review identified elements of good practice, with a number of recommendations identified, designed to ensure that controls operate consistently across the College.

A discussion followed, during which J Thomson advised the Committee that work was currently being undertaken by the College in respect of the recommendations identified in the Report. M Breen added that, at the time of the Audit, the College was in the process of migrating from its own Data Protection (GDPR) template to the ROPA template.

In relation to Recommendation ref 4, Subject Access Request response times, the Chair asked if the College recorded KPIs for subject access and freedom of information requests. M Breen advised that reports are submitted to Senior Leadership Team meetings.

The Committee approved the Report and its recommendations.

ii.   Internal Audit Report 2019-20 – Business Continuity *(Paper 3) (P)*

T Barrie took the Committee through the conclusions and recommendations of Paper 3 and explained the findings reached. In summary, T Barrie concluded that the review identified areas of good practice, with a number of recommendations identified to further enhance the operational effectiveness of the Business Continuity Plan (BCP).

Paper 3 was discussed in further detail by the Committee and a number of questions of clarification were asked and answered. It was noted that the College had learned lessons through the operational use of the BCP and that the Document was reviewed and updated annually, before being brought to this Committee for approval. In that respect, lessons had already been learned from the operation of the BCP during the Covid19 crises, particularly in the curricula areas. These lessons would be automatically incorporated into the 2020/21 review of the Document for approval by the Audit Committee.

The Committee approved the Report and its recommendations.

iii.   Internal Audit Report 2019-20 – Schools and Community Provision *(Paper 4) (P)*

T Barrie (BDO) took the Committee through Paper 4, its conclusions and recommendations, explaining the findings reached. In summary, T Barrie concluded that the review identified a number of areas of good practice in the design and operational effectiveness of the College's school college programme and community provision. A small number of recommendations had been identified to improve the process further.

A discussion followed during which a number of questions were asked and satisfactorily answered. In particular, A Sutherland queried if the College was currently considering more Vocational Burst and Community courses going forward. A Campbell advised the Committee that Vocational Burst courses would be a challenge in the new academic year, but it was hoped these courses would be considered further in Semester 2, in line with Government Guidelines.   The Committee was also advised that the College worked closely with the Community Planning Partnership and CLD Officers in each Local Authority to plan Community Courses and ensure appropriate provision.

The Committee approved the Report and its recommendations.

iv. Internal Audit 2019-20 – Progress Report *(Paper 5) (P)*

T Barrie introduced Paper 5, advising that the Report summarised the Internal Audits carried out to date. It was noted that a further two reports had been completed and were currently being considered by the College Executive Leadership Team. Confirmation was also received that Commercial Income would now be included the 2020/21 Schedule.

In response to a question from the Chair, M Breen advised the Committee that the Internal Auditors' follow-up report, covering all actions raised and providing a full year review, would be provided at the meeting of the Audit Committee in November 2020.

The Committee noted the Progress Report to date.

v.   Internal Audit 2020-21 – Draft Internal Audit Plan *(Paper 6) (P)*

C Robertson (BDO) introduced Paper 6 and took the Committee through it.

The proposed plan was discussed in detail by the Committee. It was agreed that the Proposed Audit Sponsors for the Staff Recruitment & Selection Review should be Jane McKie and David Davidson.

C Robertson went on to outline an opportunity to set five days aside to review provisions in the light of the College emerging from the Covid-19 restrictions imposed by Government. A Campbell advised that all Awarding Bodies have their own arrangements for ensuring Centre compliance with Quality Assurance. In response to a question from the Chair, C Robertson confirmed that the rationale for the use of these five days of Internal Audit time would be to ensure that the College was compliant with Scottish Government guidelines. The Committee considered C Robertson's proposal and discussed the added value that might bring, given all of the current circumstances surrounding national Covid-19 restrictions. It was agreed that BDO be asked to scope out the proposal including the objectives for such a review and this be brought to next meeting of the Committee for consideration. In relation to where this should sit within the proposed schedule, it was agreed that, if it were approved, it should sit within the final quarter of the 2020/21 Audit Plan.

The Committee approved Paper 6 as the Internal Audit Plan 2019-20.

The Committee also noted the BDO proposal re the five days to review provision, in the light of Government Guidelines, as the College emerged from

Covid-19 restrictions. BDO were asked to scope out their proposal, including the objectives of the review, and set it against a backdrop of similar activity across the sector and national best practice.

Action: BDO to scope out the proposal, including the objectives for such a review, and provide feedback at the next meeting of the Committee.

6   External Audit – Mazars

i.   Audit strategy memorandum – Year ending 31 July 2020 *(Paper 7) (P)*

L Nutley (Mazars) took the Committee through the Audit Strategy Memorandum. The Memorandum summarised the external audit approach, set out details of the Audit Team, highlighted significant areas of audit risk and areas of key judgements. These included consideration of the FFR and FSP as submitted to SFC and the longer-term effect the impact from Covid-19 may have on this. Mazers acknowledged that the situation currently is fluid. In that respect, Mazars stated it would ensure that the detail of its audit approach takes full account of the outstanding information and the update to the 2020/21 budget to be considered by the Board of Management in September 2020.

The External Audit Strategy Memorandum, including fees and reports, were approved by the Committee.

7   2019-20 Internal Audit Rolling Action Plan as at 01 June 2020 (Standing Report) *(Paper 9) (P)*

J Thomson introduced Paper 9 and noted that a total of 9 audit recommendations had been actioned in the period and there were no outstanding actions.

The Committee noted and welcomed Paper 9.

8   Date of Next Meeting – Tuesday 15 September 2020 at 4pm

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

A/P - Already published on the College Website

C/P - Confirmed minutes will be published on the College Website

Reserved Items on the next page.

Reserved Items