

BOARD OF MANAGEMENT ACTION TRACKER

COMMITTEE: Business Resources and Infrastructure Committee: 09 March 2021
(Paper 1a)

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
16.03.18	4	The Board of Management and the College's Executive Management Team to ensure that SFC and the Scottish Government continue to be kept informed on the impact the contractual PFI payments are having on the fiscal health of the College, until an appropriate and agreed solution is found.	To become a standing item on the agenda.	Board Chair/Principal	In Progress	UPDATE - September 2020: This will remain a constant work in progress and a standing agenda item for future Committee meetings.
04.06.19	16	The Committee to receive future papers setting out the background relationship to HR Strategy, challenges, benefits, and, where appropriate, a cost benefit analysis of Investors in People	March 2021	J McKie	In Progress	UPDATE – September 2020: The first stage of the liP review and re-accreditation process began in November 2019 and was halted due to the COVID-19 lockdown. The process is expected to resume in late 2020 and the Committee will be provided with the requested information at its scheduled meeting in March 2021.
10.03.20	24	Confirmation regarding the points of governance in relation to the undertaking of the Future Skills Training Hub Project be confirmed at the next meeting of the Committee in June 2020.	November 2020	M Breen	Completed	

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DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
08.09.20	9	Communication to acknowledge and thank the HSW team for their support and hard work during this period of uncertainty to be drafted on behalf of the Board and Board Chair.	ASAP	Board Chair/Board Secretary	Completed	

* **Not Started** / **In Progress** / **Completed**

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Business, Resources and Infrastructure Committee

9 March 2021

Subject: 2020-21 Management Accounts at 31 January 2021

Purpose: The paper provides a summary of the College's financial position as at 31 January 2021 and outlines the key variances for members' information.

Recommendation: The Business, Resources and Infrastructure Committee approves the 2020-21 Management Accounts for period ended 31 January 2021.

1 Background

The Budget for AY 2020-21 was approved by the BRIC Committee and the Board on 24 September 2020. This showed a budgeted income and expenditure deficit for the year of **£(635,363)** with an adverse cashflow impact of **£(327,676)**.

2 Current Situation

This paper summarises the actual position to date for the period ended 31 January 2021. A complete set of the management accounts is included for reference within the background information section of Admin Control.

Actual Position to Date

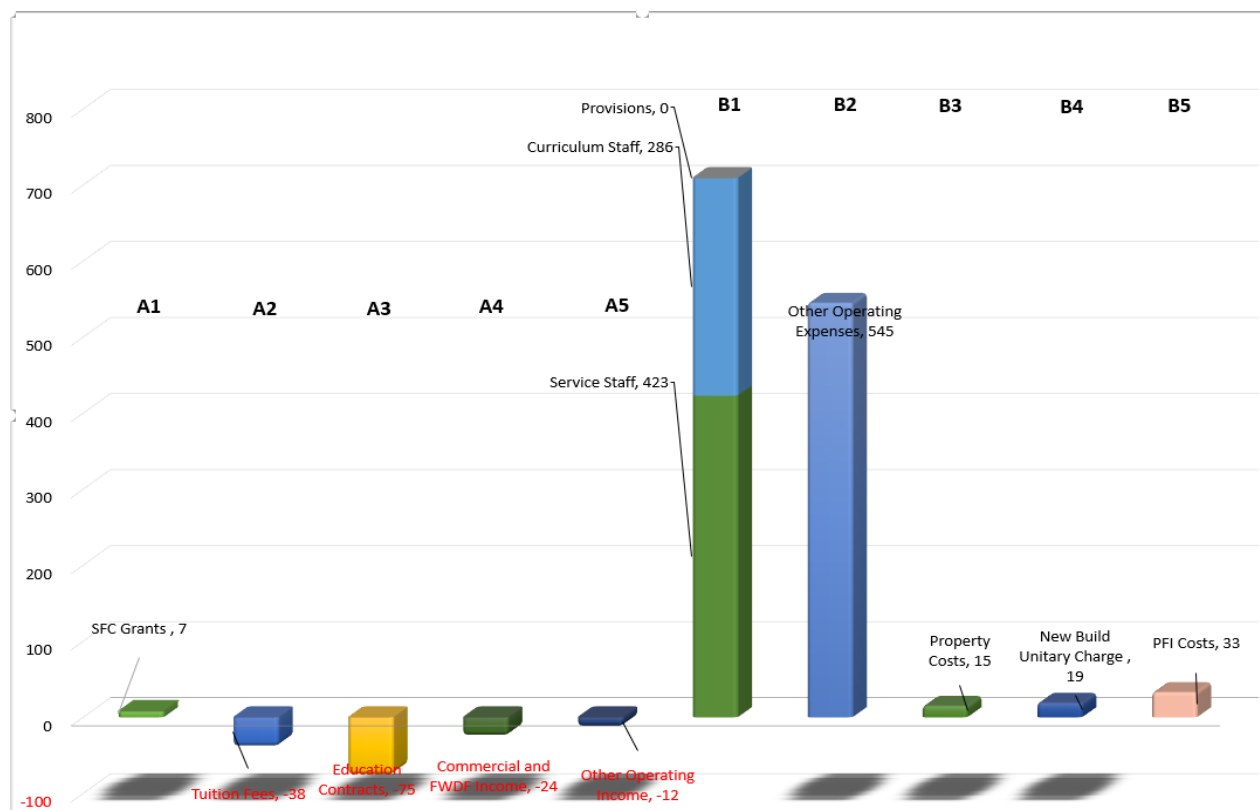
The management accounts for period ended 31 January 2021 show a year to date operating surplus of £1,720,658. When compared to the expected budgeted position for 31 January 2021 this is a favourable variance of £1,180,757. The year to date position, as at 31 January 2021, is set out below in Table 1.

Table 1 – Year to Date, as at 31 January 2021

	2020-21 YTD Budget (£)	2020-21 YTD Actual (£)	2020-21 Variance (£)
Total Income	£24,050,721	£23,908,377	£(142,344)
Total Expenditure	£23,510,820	£22,187,720	£1,323,100
Operating Surplus/ (Deficit)	£539,901	£1,720,658	£1,180,757
Exceptional Costs	£0	£0	£0
Operating Surplus/ (Deficit) after Exceptional Costs	£539,901	£1,720,658	£1,180,757
Net Depreciation	£(1,425,209)	£(1,445,552)	£(20,343)
Capital Income	£1,027,514	£1,027,511	£(3)
Operating Results after Net Depreciation and Capital Income	£142,206	£1,302,617	£1,160,411

Members will note that whilst there is an overall positive variance on the year to date position there are variances within both income and expenditure. The principal variances are shown in Diagram 1 with further information provided in the subsequent text.

Diagram 1 – Principal Variances Year to Date, as at 31 January 2021
(Excluding Exceptional Costs)



The trading variances in the year to date amount to a net £1,180,757. The main variances are as follows:

(A) Income variances (net £(142,344) adverse) mainly being:

- (A1) SFC New Build Funding - £7,113 favourable variance.
- (A2) Tuition Fees - £(38,012) adverse variance. There is an adverse variance for other HE/FE Tuition Fees of £(66,254). This has been offset by favourable variances in evening class fees, HE FT Fees and FE Tuition Fees.
- (A3) Education Contracts - £(75,425) adverse variance. The variance is due to adverse variances in VQ commercial income and Foundation Apprenticeship, totalling £(151,661). These are however offset by favourable variances for SDS MA contracts and HN articulation income.
- (A4) Commercial Income and FWDF - £(23,773) adverse variance. This is due to £(28,401) of adverse variances in Commercial Gas income and Commercial Short Courses, offset by £4,628 of favourable variances in FWDF.
- (A5) Other Operating Income and Interest - £(12,247) adverse variance. This is mainly due to adverse variances for Extended Learning Support £(37,521), Catering Income £(91,222) and Interest Income £(3,000). These variances are however offset by an increase in the COVID-19 Job Retention Scheme income of £88,446 and a favourable variance within Trading Income of £34,631 due to budget phasing.

(B) Expenditure variances (net £1,323,100 favourable) mainly being:

- (B1) Salary Costs - £710,181 favourable variance. This includes the turnover savings of (£350,000) already assumed in the period.
- (B2) Other Operating Expenses - £545,403 favourable variance. Of this variance, £283,470 (52%) relates to Curriculum Expenditure and £163,945 (30%) relates to Admin and Central Services Expenditure. Variances within B2 include savings in Extended Learning Support and Catering which correspond with reductions in income within these areas.
- (B3) Property Costs – £14,988 favourable variance. There are favourable variances within waste management and equipment revenue. These favourable variances are however offset by adverse variances within electricity costs, maintenance and washroom supplies.
- (B4/5) NPD & PFI Costs - £52,527 favourable variance.

Exceptional Costs

There were no exceptional costs in the period ended 31 January 2021.

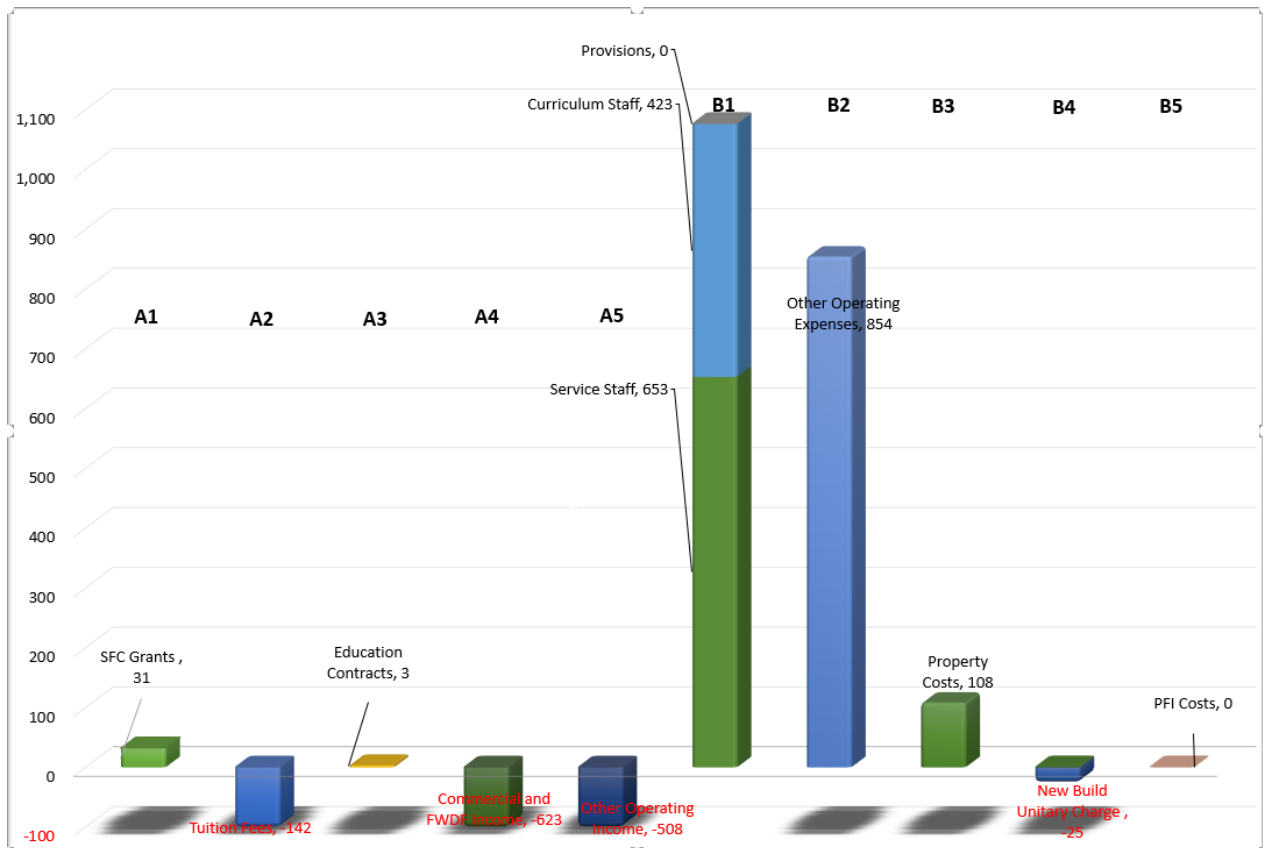
Forecast at 31 January 2021

The management accounts for period ended 31 January 2021 show a full year forecast operating surplus of £117,348. When compared to the annual budget for 2020-21 this is a favourable variance of £752,711. The full year forecast, as at 31 January 2021, is set out in Table 2.

Table 2 - Forecast at January 2020

	2020-21 Annual Budget (£)	2020-21 Forecast (£)	2020-21 Variance (£)
Total Income	£49,132,900	£47,893,375	£(1,239,525)
Total Expenditure	£49,010,260	£46,997,681	£2,012,579
Operating Surplus/ (Deficit)	£122,640	£895,695	£773,055
Exceptional Costs	£0	£0	£0
Operating Surplus/ (Deficit) after Exceptional Costs	£122,640	£895,695	£773,055
Net Depreciation	£(2,813,027)	£(2,833,371)	£(20,344)
Capital Income	£2,055,024	£2,055,024	£0
Operating Results after Net Depreciation and Capital Income	£(635,363)	£117,348	£752,711

Diagram 2 – Principal Variances Forecast, as at 31 January 2020 (Excluding Exceptional Costs)



The main trading variances in the full year forecast as at 31 January 2021 are as follows:

(A) Income variances (net £(1,239,525) adverse) mainly being:

- (A1) SFC New Build Funding - £31,042 favourable variance.
- (A2) Tuition Fees - £(142,479) adverse variance. This is due to the cancellation of a number of evening classes at HN and NC levels.
- (A3) Education Contracts - £2,645 favourable variance.
- (A4) Commercial Income and FWDF - £(623,060) adverse variance. This is due to income targets not being achieved due to COVID-19. The reductions in income are however offset by expenditure savings in these areas.
- (A5) Other Operating Income and Interest - £(507,673) adverse variance. This is mainly due to adverse variances for Catering Income £(544,755), Extended Learning Support £(58,236), and other trading income, including salons and restaurants £(50,366). These variances are however offset by a favourable variance in the COVID-19 Job Retention Scheme (CJRS) of £151,685. This variance is due to the CJRS being extended beyond the period budget for.

(B) Expenditure variances (net £2,012,579 favourable) mainly being:

- (B1) Salary Costs - £1,075,927 favourable variance. This includes savings of £422,989 from curriculum staff budgets and savings accruing from posts not been filled in non-curriculum areas of £652,937.

- (B2) Other Operating Expenses - £853,752 favourable variance. Of this variance, £460,925 (54%) relates to savings in commercial and FWDF costs, and £299,726 (35%) relates to savings in catering corresponding with reductions in income within these areas.
- (B3) Property Costs – £108,267 favourable variance. The variance is primarily due to maintenance and estates work not required due to COVID-19 and campus closures.
- (B4/5) NPD & PFI Costs - £(25,366) adverse variance.

3 Balance Sheet – Executive Summary Commentary

The Management Accounts for period ended 31 January 2021 include the College's balance sheet, as at 31 January 2021. A summary of the balance sheet position compared with the final position disclosed in the 2019-20 statutory accounts is set out below in Table 2. It is also included within the background information folder for this meeting on Admincontrol.

Table 2 – Balance Sheet as at 31 January 2021

	ACTUAL	PRIOR MONTH	MOVEMENT ON MONTH	PRIOR YEAR END	MOVEMENT FROM PRIOR YEAR
FIXED ASSETS					
Land	4,690,000	4,690,000	0	4,690,000	0
Freehold Buildings - Ayr	29,869,141	29,966,865	-97,724	30,455,485	-586,344
Leasehold Buildings	483,226	489,798	-6,572	522,658	-39,432
Kilwinning	17,773,301	17,815,228	-41,927	18,024,869	-251,568
Kilmarnock	50,500,136	50,587,880	-87,744	51,026,607	-526,471
Computer Equipment	1,138,256	1,189,923	-51,667	1,037,584	100,673
Other Equipment	666,738	686,647	-19,910	797,310	-130,572
	105,120,799	105,426,342	-305,544	106,554,513	-1,433,714
CURRENT ASSETS					
Stocks	36,713	41,450	-4,737	29,915	6,799
Trade Debtors	520,394	413,910	106,485	178,343	342,051
Other Debtors	72,822	131,225	-58,403	74,244	-1,422
Prepayments and Accrued Income	2,032,427	2,591,248	-558,821	2,317,454	-285,027
Bank & Cash	8,915,423	5,951,581	2,963,842	3,912,447	5,002,976
	11,577,779	9,129,414	2,448,366	6,512,402	5,065,377
CURRENT LIABILITIES					
Bank Loans and Overdrafts	0	0	0	0	0
Trade Creditors	-81,915	-588,524	506,608	-163,565	81,649
Other Creditors	-645,410	-719,323	73,913	-856,704	211,294
SAAS	-1,285	-316,110	314,825	-17,990	16,705
SFC Monies	-932,560	-1,013,494	80,934	-208,962	-723,598
PAYE/NIC	-620,714	-648,760	28,046	-621,407	693
VAT	-2,535	-651	-1,884	-11,114	8,579
SSF (SFC and SAAS)	-3,082,658	-2,158,092	-924,566	-197,557	-2,885,101
Accruals	-2,175,808	-2,153,495	-22,314	-1,899,337	-276,472
	-7,542,866	-7,598,448	55,562	-3,976,635	-3,566,251
TOTAL ASSETS	109,155,692	106,957,308	2,198,384	109,090,281	65,411
Early Retiree Provisions	-1,430,854	-1,438,115	7,261	-1,474,420	43,566
Other Provisions	-461,382	-461,382	0	-461,382	0
PFI Capital Creditor	-4,946,492	-5,211,558	265,067	-5,476,625	530,133
NPD Capital Creditor	-42,532,082	-42,645,000	112,919	-43,209,593	677,511
Deferred Capital Grants	-10,274,487	-10,285,644	11,157	-10,260,482	-14,005
	-59,645,297	-60,041,701	396,403	-60,882,503	1,237,206
NET ASSETS EX PENS LIABILITY	49,510,395	46,915,608	2,594,787	48,207,778	1,302,617
Pension Liability	-27,344,000	-27,344,000	0	-27,344,000	0
NET ASSETS	22,166,395	19,571,608	2,594,787	20,863,778	1,302,617
RESERVES					
Reserves brought forward	14,761,070	14,761,070	0	14,761,070	0
Year to date Trading	1,302,617	-1,292,170	2,594,787	0	1,302,617
16,063,687	13,468,900	2,594,787	14,761,070	1,302,617	
Pension Reserve	-27,344,000	-27,344,000	0	-27,344,000	0
Total I&E Reserves	-11,280,313	-13,875,100	2,594,787	-12,582,930	1,302,617
Restricted Reserves	465,482	465,482	0	465,482	0
Revaluation Reserve	32,981,226	32,981,226	0	32,981,226	0
TOTAL RESERVES	22,166,395	19,571,608	2,594,787	20,863,778	1,302,617

4 Resource Implications

No further resource implications require to be noted in this paper.

5 Consultation

No formal consultation is required to be completed. The Management Accounts have been approved by the College Senior Leadership Team (SLT) and financial monitoring meetings are held monthly with budget holders.

6 Risks

The failure to ensure financial sustainability is a key risk noted in the College's Strategic Risk Register. One of the existing controls in place to manage the risk is that Management Accounts are produced monthly and reviewed by SLT with summaries presented to the Business, Resource and Infrastructure Committee for approval at each meeting.

7 Equality Impact Assessment

An impact assessment is not applicable to this paper given the subject matter.

8 Recommendation

The Business, Resources and Infrastructure Committee approves the 2020-21 Management Accounts for period ended 31 January 2021.

Michael Breen
Vice Principal, Finance
26 February 2021

(James Thomson, Director of Finance, Student Funding & Estates)

Publication

This paper will be published on the College's website.

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03/05/2021 14:21:18

Business, Resources and Infrastructure Committee**9 March 2021****Subject:** Human Resource and Staff Learning and Development Report**Purpose:** To provide members with an update for the reporting period October 2020 to January 2021**Recommendation:** That members note and take account of the reporting and monitoring information provided**1 Human Resources Update****1.1 Recruitment and Selection**

A total of seven internal adverts and seven external adverts were placed during the reporting period.

Eight internal candidates were appointed to new roles within the College, five of which were to promoted posts. Alongside this sixteen new members of staff commenced employment with the College across a range of posts.

1.2 Sickness Absence

Sickness absence levels for the reporting period are as follows:

Term	October 2020	November 2020	December 2020	January 2021
Long Term	1.99%	2.25%	2.37%	2.08%
Short Term	0.72%	0.83%	0.60%	0.22%
Total absence	2.71%	3.08%	2.97%	2.30%

In comparison, the College sickness absence levels for the same period in 2019/20 were as follows:

Term	October 2019	November 2019	December 2019	January 2020
Long Term	2.88%	2.99%	3.34%	2.63%
Short Term	2.45%	2.41%	2.05%	2.79%
Total absence	5.33%	5.40%	5.39%	5.42%

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Sickness Absence Reasons

Absence Reason	October 2020		November 2020		December 2020		January 2021	
	Days Lost	Staff Affected	Days Lost	Staff Affected	Days Lost	Staff Affected	Days Lost	Staff Affected
Depression/anxiety/psychological	107	7	122	8	110	6	92	8
Stress non-work related	82	5	83	6	92	7	70	4
Headache/migraine/neurological	65	5	67	7	49	4	34	3
Back pain/sprain/strain/musculoskeletal	54	3	65	5	107	7	46	3
Stomach/bowel/gastric/ intestinal	32	6	32	7	20	4	10	4
Stress Work-Related	16	1	23	2	40	2	21	1
Bereavement Reaction	0	0	0	0	9	1	23	2

The HR Team continue to monitor and review the absence trends and the impact of these on the College during the ongoing pandemic period.

The College's absence trend has again continued to reflect a lower overall absence rate when compared with previous reporting periods. This is most significant when considering short term absence across the autumn and winter periods, where the short term absences reported remained below 1% during the period October and January. It is during these months that short term absences routinely increase in recognition of the prevalence of winter viruses. However, in January 2021 the short term absence rate reported was 0.22% which is significant when compared with 2.79% in January 2020. This can only be reflective of staff predominantly working from home during a second national lockdown resulting in a lower prevalence of winter viruses or more minor ailments that do not impact their ability to work in their home environment.

The number of long-term absence cases during the last quarter has tracked marginally lower than in the same period last year. This indicates that although short term absence has been positively impacted by the working from home period, long term absences have not followed the same trajectory.

It is also of note that a high proportion of the absences reported relate to mental health and wellbeing concerns, which has been recognised as a wider consequence of the Covid-19 pandemic. In direct response to this, the College and the wider HROD team have continually identified opportunities to promote wellbeing interventions to ensure staff are being appropriately supported by the College, their line manager and HROD throughout the pandemic.

1.2.1 Covid-19 Reporting Information

During the period November 2020 to January 2021, the College recorded data related to the covid-19 pandemic, which is displayed in the table on the follow page:

Covid-19 Recording Category	November 2020	December 2020	January 2021
Self-Isolation	23	7	9
Positive Cases	1	4	4

1.3 Maternity, Paternity and Adoption Leave

During the reporting period October 2020 to January 2021, six members of staff were on maternity leave, with one member of staff accessing paternity leave.

1.4 Employment Relations

In the period October 2020 to January 2021, one disciplinary hearing was held, with a second disciplinary hearing remaining on hold due to a grievance process and long term sickness absence concern. There were also two dignity at work investigations during this period.

1.5 Flexible Working Requests

During the reporting period one member of staff submitted a flexible working request to support their work-life balance, which was approved.

1.6 Employee Counselling – PAM Assist

The quarterly report from PAM Assist for the period November 2020 to January 2021 is attached as Appendix 1.

2 **Staff Learning and Development Update**

2.1 October 2020 to January 2021 CPD Events

The following information details the range of CPD events that were delivered during the reporting period across the College:

- **Data Protection Awareness**

A total of **20** staff from the HROD team attended a Data Protection Awareness CPD session in October 2020, delivered by the College's Data Protection Officer.

- **GBV Awareness (Equally Safe)**

As part of the Equally Safe in Colleges and Universities work, Rape Crisis Scotland delivered online Gender Based Violence workshops for staff in October 2020. The workshops were primarily targeted at staff in student facing roles (Student Services, Learning Resource Centre, Inclusive Learning, Employability and Engagement) and were attended by **26** staff.

- **Jisc Discovery Tool information sessions**

During October 2020 and December 2020, James Brown, Jisc Account Manager, delivered five sessions for staff to introduce the Digital Capability Discovery Tool and how to use it. **93** staff attended in total.

- **Get more from Microsoft Teams**

The Digital Integration Team delivered a MS Teams session in December 2020, attended by **19** staff from across the College. The session was also offered out to the wider College network, with **11** colleagues from Borders College also in attendance.

- **Iris Connect**

During November 2020 and January 2021, the Digital Integration team delivered three sessions for staff on using Iris Connect to support reflective practice, attended by **32** staff.

- **How to access the Blended Learning Consortium**

Six sessions were delivered by the Digital Integration team, attended by **39** staff.

2.2. Flexible Workforce Development Fund

This academic year we have utilised the FWDF to support a cohort of 13 Curriculum Managers to achieve the ILM Award in Leadership & Management Level 3 (SCQF level 6). This award is specifically targeted at participants who are in the earlier stages of their management career.

The course will support managers to:

- Understand the different leadership styles and behaviours in the workplace and how these impact on others.
- Have an awareness of their own behaviours through self-assessment and feedback from others, to further develop and adapt their leadership style and approach in line with situational and organisational contexts.
- Know how to identify development needs (self and others) and how to develop self and others to achieve organisational objectives.
- Adopt effective problem-solving techniques in order to inform effective decision-making.

2.3 CDN Coaching for the Future Programme

The College Development Network (CDN) in January 2021 launched Coaching for the Future, which is a new management and leadership programme.

The programme has been developed to provide a group coaching opportunity to managers/leaders with three 90 minute group coaching sessions. The sessions will enable those involved to benefit from the knowledge and resources of a wide range of College leaders from across the sector. The cohorts will each be supported by a professional coach, with participants working in groups to identify the most common challenges they are facing and explore ways of working with and overcoming those challenges.

The College is currently supporting nine managers to participate in this programme.

2.4 Corporate Induction

The Staff Learning and Development team have recently reviewed and refreshed the College's corporate induction framework. The team have subsequently developed a range of new digital induction materials and guides, to replace the previous face to face sessions offered, which are now available on the Staff Learning Portal.

For new staff members, the online corporate induction course has been updated and is now supported by a new 'Working for Us' guide, which brings together the information that was previously covered at the face-to-face induction session. It contains in one place the 'need to know' information that a new staff member working for the College will require, such as key policies, procedures and initiatives.

To ensure line managers receive the required support to induct new staff members, we have created a 'Managing Induction' guide. This is supported by corporate induction checklists for managers to access to help structure an induction programme. These checklists include recommended activities for those all-important first few weeks of a new staff members' employment.

2.5 Hiring Manager Training

The Staff Learning and Development team, supported by the HR team, developed an online Hiring Manager training package, quiz and toolkit. This was rolled out to all managers over the months January and February. The training is built around the existing recruitment process and provides managers with a clear understanding of the College's recruitment model.

The Hiring Manager training has been successfully completed by 89 managers.

2.6 Growing Leaders Framework

The Staff Learning and Development Team, supported by the Digital Integration team have designed, developed and launched an innovative and fully online leadership and management development framework, called the **Growing Leaders Framework**.

The framework has been designed in direct response to manager feedback and delivers essential skills for managers at all levels, from new in role managers, to more established senior managers.

The framework addresses leadership in a holistic manner at the individual, team and organisational levels, and has been developed in full alignment with the PPDR (PDP) process, enabling managers to identify any gaps they have against the core leadership capabilities covered in the framework.

To ensure all managers were aware and fully engaged on how the framework could add value to them, and ultimately their teams, a series of manager engagement sessions were developed and delivered in February 2021. These sessions provided managers with the opportunity to be part of a live demonstration of the framework and resources available. In total, 78 managers attended the sessions. Engagement with the framework and online resources available, will be monitored and evaluated to ensure that the learning environment continues to develop and meet the needs of the managers and leaders across the College.

2.7 Personal and Professional Development Review (PPDR)

The College's PPDR process and paperwork has also been reviewed and updated, to better reflect the current college environment. This has included the development of user guides and online support materials to better assist staff and managers when completing the PPDR process.

The revised paperwork now also includes a distinct section on Personal Development Planning (PDP), which for lecturers and support staff is aligned to the key interpersonal skills required for their job role. For the College Leadership Team (CLT), Curriculum Managers and team leaders, the PDP is fully aligned to the Growing Leaders framework. As part of this, we have incorporated a development needs assessment that all managers and team leaders will complete with their own manager during the PPDR review. This will focus on identified leadership capabilities described under the headings of 'Growing Self, Growing Others & Growing the Organisation', which they will be asked to rate their confidence levels against.

The revised documentation has been shared with line managers in draft format and it is intended that this will be launched in March 2021, with all PPDR's to be completed during the period April to August.

2.8 LinkedIn Learning

During the period October – January 2021, 659 courses were viewed and 2,212 videos completed, with Microsoft Office 365 and digital skills content proving to be the most popular.

The team continued to promote LinkedIn Learning courses and collections to staff to support their CPD, as well as the exclusive digital skills content available to those who complete the Jisc Discovery Tool.

This promotional activity included a special edition of the Staff Learning & Development newsletter, issued to all staff in January 2021, highlighting the benefits of the service and content available, and a LinkedIn Learning Guide, containing hints and tips on how to get the most from the service.

As part of the revised corporate induction process, new staff are now also signposted to LinkedIn learning, including an 'on boarding collection' of resources to help them settle in quickly to their role, with content on topics such as effective communication and working in teams, as well as courses on how to use the online learning platform and set learning goals.

2.9 Mandatory Training

Mandatory training for all staff continues to be a priority for the College to ensure that staff stay up to date with the required annual updates at the point where their training has expired or is due to expire. The tables in Appendix A sets out the departmental breakdown for the 12 month period February 2020 to January 2021, for Support Staff and Curriculum Staff.

Jane McKie
Vice Principal People

(David Davidson, Director HR and Organisational Development)

Providing Employee Assistance Solutions



Employee Assistance Programme Management Information

Month Year

(Most recent 3 months)

- February 2020
- March 2020
- April 2020
- May 2020
- June 2020
- July 2020
- August 2020
- September 2020
- October 2020
- November 2020
- December 2020
- January 2021

Ayrshire College

Reporting Period From: **February 2020**

To: **January 2021**

PAM Group Head Office, Holly House, 73-75 Sankey Street, Warrington WA1 1SL
Telephone 01925 227 000
www.pamgroup.co.uk

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MI Report Contents List

- Service Usage Summary
- Qty Sessions per Case
- Service Usage Gender Split
- Call Categories Graph - Type: General
- Call Categories Graph - Type: Mental Health & Legal
- Call Categories - Type: General
- Call Categories - Type: Mental Health & Legal
- Call Categories Red Flag Cases
- Call Categories Critical Incident Cases
- Call Categories by Directorate
- Call Categories by Directorate Red Flag & Critical Incident Cases
- Call Day and Time
- Appointment Services
- Service Usage by Directorate
- Service Usage by Directorate YTD
- PAM Assist Web Analysis
- PAM Assist Web Analysis Detail
- PHQ9 & GAD7 (Measure of Depression & Anxiety)
- PHQ9 & GAD7 YTD (Measure of Depression & Anxiety)
- Red Flag Cases Summary
- Critical Incident Cases Summary

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Depending on the types of services provided, some report pages may not be included or may appear empty.

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Service Usage Summary

Total number of employees covered by the service: **950**

Service Usage

Telephone Counselling / Advice counts include Red Flag and Critical Incident Cases

	November 2020	December 2020	January 2021	Grand Total
a.Telephone Counselling / Advice	4		1	5
Telephone Appt 1st Session	2	1	2	5
Telephone Appt Additional Session	5	8	8	21
Web Site	27	19	20	66

Service Usage YTD

a.Telephone Counselling / Advice	23
Face to Face Counselling 1st Session	1
Face to Face Counselling Additional Session	8
Legal Advice	1
Telephone Appt 1st Session	11
Telephone Appt Additional Session	38
Web Site	515

Red Flag Cases	November 2020	December 2020	January 2021	Grand Total
	0	0	0	0

Critical Incident Cases	November 2020	December 2020	January 2021	Grand Total
	0	0	0	0

Service Usage for this reporting period (Web Site Usage not displayed)



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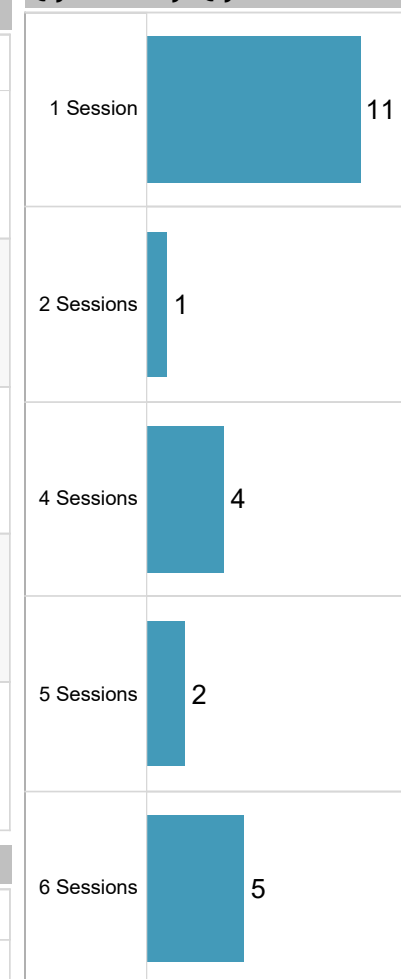
Qty Sessions per Case

Qty Cases by Qty Sessions per month

Note: When additional appointments take place, the session count against the originating case in the month the case was created is increased.

	Feb 2020	Mar 2020	May 2020	Jun 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Jan 2021	Grand Total
1 Session	4	1	1	1	1			2	1	11
2 Sessions								1		1
4 Sessions					1	1	1	1		4
5 Sessions					1	1				2
6 Sessions	2		1							5

Qty Cases by Qty Sessions YTD



Average Qty of Sessions per Case per month

	Feb 2020	Mar 2020	May 2020	Jun 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Jan 2021	Grand Total
	3	1	4	1	3	5	5	2	1	3

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Service Usage Gender Split

Service Usage Gender Split							
<i>Telephone Counselling / Advice counts include Red Flag and Critical Incident Cases</i>							
<i>PAM Assist Web Site user gender not identifiable</i>							
	November 2020		December 2020		January 2021		Grand Total
	Female	Male	Female	Male	Female	Male	
a.Telephone Counselling / Advice	3	1			1		5
Telephone Appt 1st Session	2			1	2		5
Telephone Appt Additional Session	5		6	2	5	3	21
Grand Total	10	1	6	3	8	3	31

Service Usage Gender Split YTD			
<i>PAM Assist Web Site user gender not identifiable</i>			
	Female	Male	Grand Total
a.Telephone Counselling / Advice	16	7	23
Face to Face Counselling 1st Session	1		1
Face to Face Counselling Additional Session	8		8
Legal Advice	1		1
Telephone Appt 1st Session	8	3	11
Telephone Appt Additional Session	25	13	38
Grand Total	59	23	82

Red Flag Cases	November 2020		December 2020		January 2021		Grand Total
	Female	Male	Female	Male	Female	Male	
	0	0	0	0	0	0	0

Critical Incident Cases	November 2020		December 2020		January 2021		Grand Total
	Female	Male	Female	Male	Female	Male	
	0	0	0	0	0	0	0

Service Usage Gender Split for this reporting period	
<i>PAM Assist Web Site user gender not identifiable</i>	
Male 7	Female 24

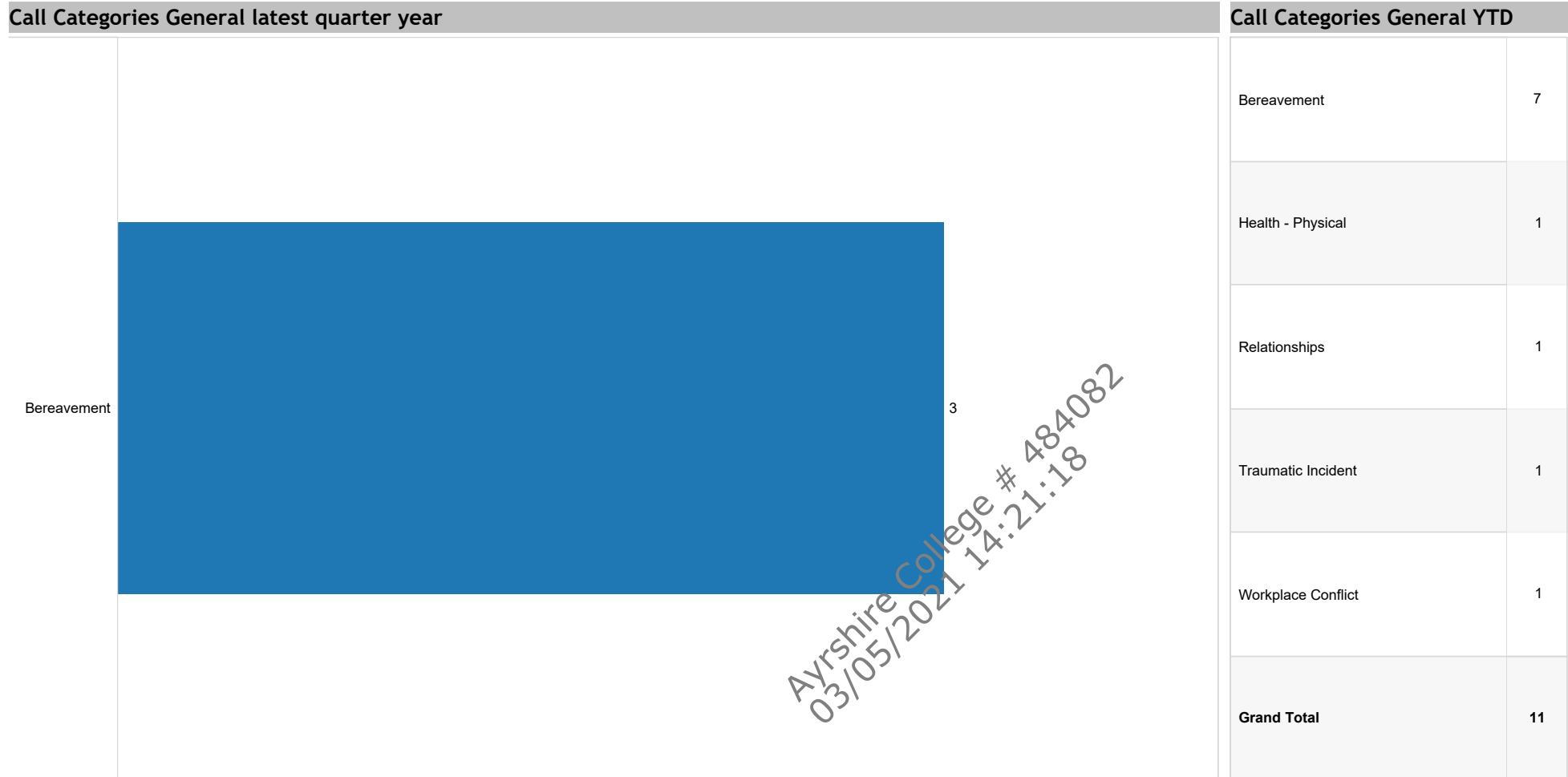
Service Usage Gender Split YTD	
<i>PAM Assist Web Site user gender not identifiable</i>	
Male 23	Female 59

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Call Categories Graph - Type: General

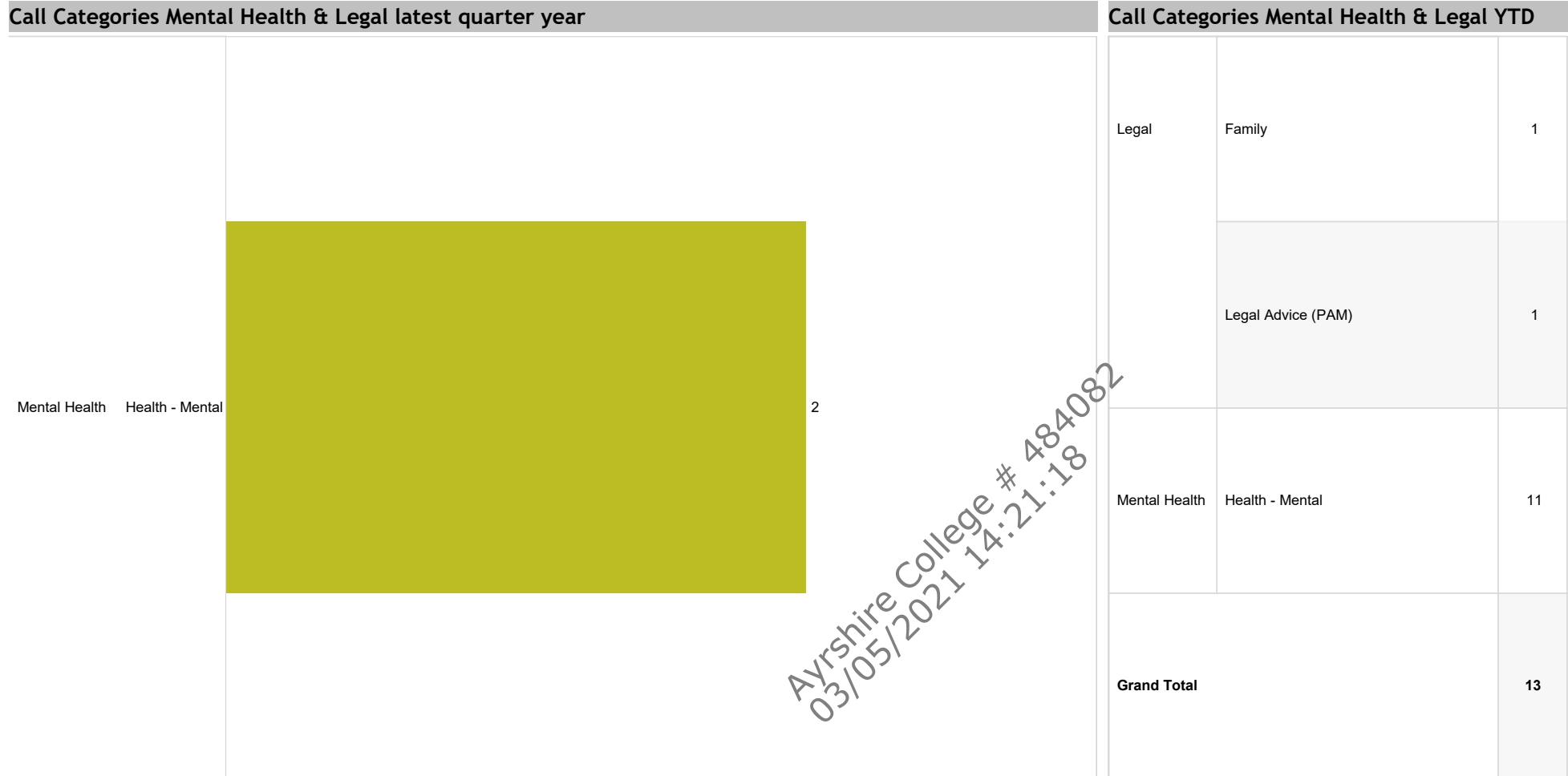


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Call Categories Graph - Type: Mental Health & Legal



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Call Categories - Type: General

Call Categories General latest quarter year				Call Categories General YTD	
	November 2020	January 2021	Grand Total		
Bereavement	2	1	3	Bereavement	7
				Health - Physical	1
				Relationships	1
				Traumatic Incident	1
				Workplace Conflict	1
Grand Total	2	1	3	Grand Total	11

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Call Categories - Type: Mental Health & Legal

Call Categories Mental Health & Legal latest quarter year				Call Categories Mental Health & Legal YTD		
		November 2020	Grand Total			
Mental Health	Health - Mental	2	2	Legal	Family	1
					Legal Advice (PAM)	1
Grand Total		2		Mental Health	Health - Mental	11
				Grand Total		13

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Call Categories - Red Flag Cases

Call Categories - Red Flag Cases latest quarter year

Call Categories - Red Flag Cases latest quarter year

Call Categories - Red Flag Cases YTD

Call Categories - Red Flag Cases YTD

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Call Categories - Critical Incident Cases

Call Categories - Critical Incident Cases latest quarter year

Call Categories - Critical Incident Cases latest quarter year

Call Categories - Critical Incident Cases YTD

Call Categories - Critical Incident Cases YTD

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Call Day and Time Analysis

Service Usage Service Date Weekday	Caller Enq Call Time Group	Call Category	November 2020			January 2021			Grand Total		
			Red Flag Cases Count	Critical Incident Cases Count	Other Cases	Red Flag Cases Count	Critical Incident Cases Count	Other Cases	Red Flag Cases Count	Critical Incident Cases Count	Other Cases
b.Tuesday	d.Midday to 4pm	General			1						1
c.Wednesday	d.Midday to 4pm	Mental Health			1						1
d.Thursday	c.8am to midday	Mental Health			1						1
e.Friday	d.Midday to 4pm	General			1						1
	e.4pm to 8pm	General						1			1

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Appointment Services

Appointment Services													
Service Usage Service Type	Appt Therapy Treatment	November 2020			December 2020			January 2021			Grand Total		
		Red Flag Appts Count	Critical Incident Appts Count	Other Appts	Red Flag Appts Count	Critical Incident Appts Count	Other Appts	Red Flag Appts Count	Critical Incident Appts Count	Other Appts	Red Flag Appts Count	Critical Incident Appts Count	Other Appts
Telephone Appt 1st Session	EAP SVC Counselling						1			2			3
	EAP Telephone Counselling			1									1
	EAP Telephone or SVC Counselling			1									1
Telephone Appt Additional Session	EAP SVC Counselling						2			7			9
	EAP Telephone Counselling			1			6			1			8
	EAP Telephone or SVC Counselling			4									4
Grand Total				7			9			10			26

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Providing Employee Assistance Solutions



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Service Usage by Directorate

Service Usage by Directorate

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Providing Employee Assistance Solutions



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Service Usage by Directorate YTD

Service Usage by Directorate YTD

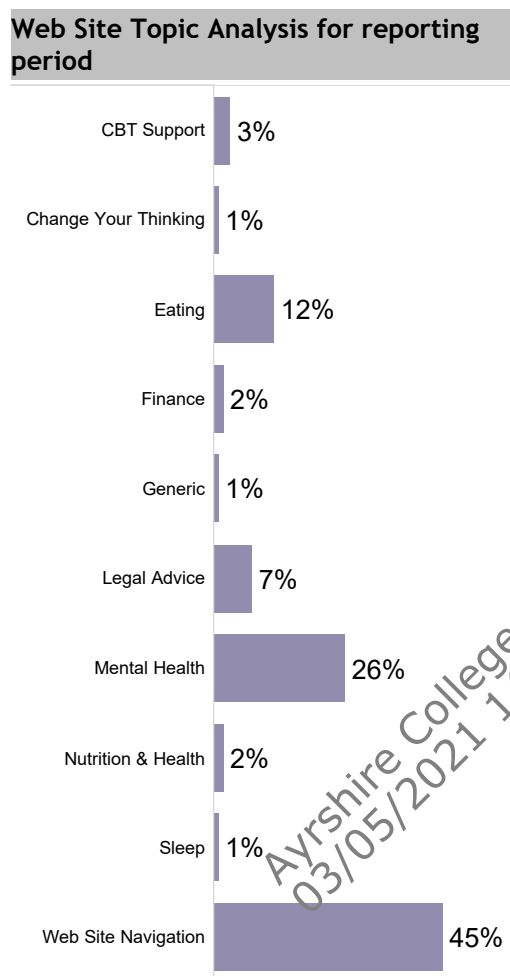
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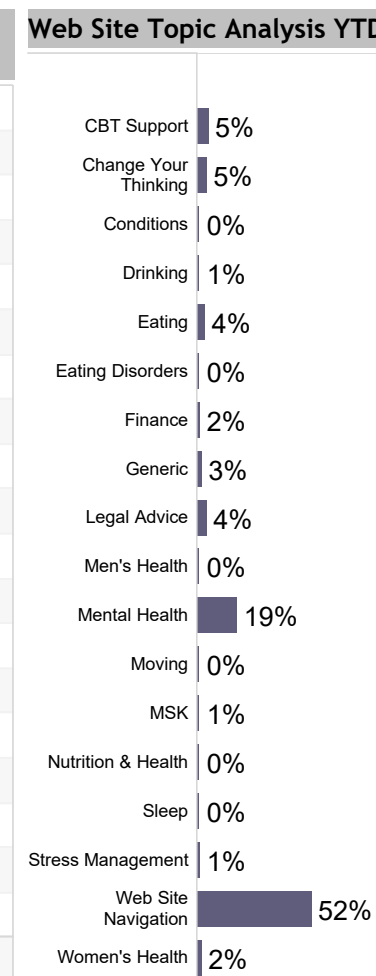
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PAM Assist Web Analysis

Web Site Topic Analysis for reporting period				
	November 2020	December 2020	January 2021	Grand Total
CBT Support	1	2		3
Change Your Thinking		1		1
Eating			11	11
Finance	1		1	2
Generic			1	1
Legal Advice	7			7
Mental Health	7	9	8	24
Nutrition & Health	1		1	2
Sleep			1	1
Web Site Navigation	23	16	3	42
Grand Total	40	28	26	94



Web Site Topic Analysis YTD	
Topic	Count
CBT Support	40
Change Your Thinking	37
Conditions	1
Drinking	4
Eating	33
Eating Disorders	3
Finance	14
Generic	20
Legal Advice	34
Mens' Health	1
Mental Health	144
Moving	1
MSK	4
Nutrition & Health	3
Sleep	1
Stress Management	11
Web Site Navigation	408
Women's Health	19
Grand Total	778



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Web Site Topic Detail Analysis YTD

Web Site Topic	Web Site Topic Detail	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	Grand Total
	Total													
CBT Support	CBT Support / CBT Support	13	4	2	2		4		9	3	1	2		40
	Total	13	4	2	2		4		9	3	1	2		40
Change Your Thinking	Change Your Thinking / Anger Management	11							1					12
	Change Your Thinking / Anxiety				1		2		1	2		1		7
	Change Your Thinking / Control Impulsive Behaviour								1					1
	Change Your Thinking / Feeling Overwhelmed By Things	1	1						2					4
	Change Your Thinking / Fostering Positive Thinking	4								1				5
	Change Your Thinking / Low Mood		1						1					2
	Change Your Thinking / Overcome Low Confidence	1												1
	Change Your Thinking / Relationship Crisis	1	1	1					1					4
	Change Your Thinking / Things You Can Do To Feel Happier	1												1
	Total	19	3	1	1		2		7	3		1		37
Conditions	Conditions / Conditions		1											1
	Total		1											1
Drinking	Drinking / How Long Does Alcohol Stay in Your Blood?						1							1
	Drinking / Know Your Limits						2							2
	Drinking / Realising You Have a Problem						1							1
	Total						4							4
Eating	Eating / 5 a Day - What Counts?												1	1
	Eating / 12 Tips to Help You Lose Weight							1		1			1	3

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Web Site Topic Detail Analysis YTD

Web Site Topic	Web Site Topic Detail	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	Grand Total
Eating	Eating / Eating	4	1	2	1			4	1	1			6	20
	Eating / Eating Well On a Budget	1						1					1	3
	Eating / Good Foods to Help Digestion												1	1
	Eating / Healthy Eating Guidelines	2											1	3
	Eating / Healthy Eating on a Budget	1												1
	Eating / What is the Glycaemic Index?							1						1
	Total		8	1	2	1			7	1	2			11
Eating Disorders	Eating Disorders / Bodybuilding and Sports Supplements:The Facts		1											1
	Eating Disorders / Eating Disorders		2											2
	Total		3											3
Finance	Finance / A Guide to Entitlements and Grants for Carers										1			1
	Finance / Budgeting				1									1
	Finance / Finance	3		2	2			2					1	10
	Finance / Having a Baby: Before the Birth	1												1
	Finance / Risk of Losing Job							1						1
	Total		4		2	3			3			1		1
Generic	Generic / Introducing Online CBT	2												2
	Generic / LifeChat How It Works	8	2	3				2	1	1				17
	Generic / Wellbeing confidence Mat												1	1
	Total	10	2	3				2	1	1			1	20
Legal Advice	Legal Advice / Domestic Violence: Signs	1												1
	Legal Advice / Job Changes						2				1			3

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Web Site Topic Detail Analysis YTD

Web Site Topic	Web Site Topic Detail	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	Grand Total
Legal Advice	Legal Advice / Legal Advice	6					9				4			19
	Legal Advice / Property	1												1
	Legal Advice / Redundancy	1												1
	Legal Advice / Relationships	1												1
	Legal Advice / Work	1					5				2			8
	Total		11					16				7		
Men's Health	Men's Health / Men's Health	1												1
	Total	1												1
Mental Health	Mental Health / Advice for Carers: Looking After Yourself										1			1
	Mental Health / Anxiety and COVID-19		1			1	1				1	1		5
	Mental Health / Anxiety: Useful Contacts				1	1					1			3
	Mental Health / Anxiety: What Sort of Treatment Can I Get?				1	1	1	1	1					5
	Mental Health / Body Image								1					1
	Mental Health / Borderline Personality Disorder							1						1
	Mental Health / Boredom and COVID-19		1	4										5
	Mental Health / Boundaries Whilst Working From Home													1
	Mental Health / Burnout		1							1				2
	Mental Health / Coping with Disappointment				1					1				2
	Mental Health / Counselling	2							1	1				4
	Mental Health / Depression: 10 Things You Can Do									1			1	2
	Mental Health / Depression: Causes and Symptoms									1				1
Mental Health / Fear and COVID-19				2						1			3	

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Web Site Topic Detail Analysis YTD

Web Site Topic	Web Site Topic Detail	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	Grand Total
Mental Health	Mental Health / Food and Mood	4	3	3				1	2					13
	Mental Health / Grieving		1	1										2
	Mental Health / How Can Friends and Relatives Help?											1		1
	Mental Health / How Can I Help Myself?		1						1					2
	Mental Health / How Many People Have OCD?					2								2
	Mental Health / Is Loneliness an Issue?	3												3
	Mental Health / Loneliness and COVID-19			2										2
	Mental Health / Mental Health	7	7	6	3	5	2	9	14	1	4	5	6	69
	Mental Health / Mental Health Problems							1						1
	Mental Health / Relationship Breakdown			1										1
	Mental Health / Relationships			1						1				2
	Mental Health / Self-help Tips					1				1				2
	Mental Health / Trauma									1				1
	Mental Health / What Type of Anxiety Disorders are There?											1		1
	Mental Health / Who is Most Likely to Self-harm?	1												1
	Mental Health / Why Do People Harm Themselves?							1						1
	Mental Health / Work-life Balance	2												2
Total		19	15	21	5	12	4	15	27	2	7	9	8	144
Moving	Moving / Active Travel								1					1
	Total								1					1
MSK	MSK / Exercise Effect on Bone	1												1
	MSK / MSK	2	1											3

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Web Site Topic Detail Analysis YTD

Web Site Topic	Web Site Topic Detail	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	Grand Total
MSK	Total	3	1											4
Nutrition & Health	Nutrition & Health / What Does Intuitive Eating Mean?							1			1		1	3
	Total							1			1		1	3
Sleep	Sleep / Physical Causes of Tiredness												1	1
	Total												1	1
Stress Management	Stress Management / Dealing With Burnout		1											1
	Stress Management / Finding the Best Work-life Balance		1											1
	Stress Management / Stress Management		6											6
	Stress Management / Tips for Maintaining a Work-life Balance	1	1											2
	Stress Management / Top Stress Busting Tips		1											1
	Total	1	10											
Web Site Navigation	Web Site Navigation	104	36	48	19	23	18	41	44	33	23	16	3	408
	Total	104	36	48	19	23	18	41	44	33	23	16	3	408
Women's Health	Women's Health / Everything You Need to Know About the Menopause	2		1										3
	Women's Health / Health Symptoms Women Shouldn't Ignore	1												1
	Women's Health / Menopause: The Facts	1		1										2
	Women's Health / Periods - Do I Need a Doctor?			1										1
	Women's Health / Women's Health	9		3										12
	Total	13		6										
Grand Total		206	76	85	31	39	44	69	90	44	40	28	26	778

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Ayrshire College

Measure of Depression (PHQ9)

Latest quarter year

PHQ9 Results latest quarter year

*Bar chart is a weighted measure based on quality of improvement and number of cases
Figures include Red Flag & Critical Incident Cases*

Proportion of cases per degree of PHQ9 improvement latest quarter year

Measure of Anxiety (GAD7)

Latest quarter year

GAD7 Results latest quarter year

*Bar chart is a weighted measure based on quality of improvement and number of cases
Figures include Red Flag & Critical Incident Cases*

Proportion of cases per degree of GAD7 improvement latest quarter year

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Measure of Depression (PHQ9)

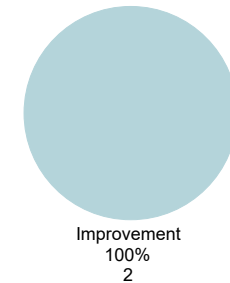
Reporting Year To Date

PHQ9 Results Year To Date

Bar chart is a weighted measure based on quality of improvement and number of cases
 Figures include **Red Flag** & **Critical Incident** Cases

PHQ9 Assessment to Completion	PHQ9 Qty Cases	Red Flag Cases	Critical Incident Cases	% of Total PHQ9 Cases	
d.Moderately Severe Depression >>> b.Mild Depression	1	0	0	50%	67%
b.Mild Depression >>> a.Minimal Depression	1	0	0	50%	33%

Proportion of cases per degree of PHQ9 improvement Year To Date



Measure of Anxiety (GAD7)

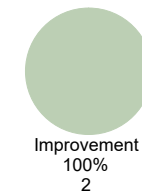
Reporting Year to Date

GAD7 Results Year To Date

Bar chart is a weighted measure based on quality of improvement and number of cases
 Figures include **Red Flag** & **Critical Incident** Cases

GAD7 Assessment to Completion	GAD7 Qty Cases	Red Flag Cases	Critical Incident Cases	% of Total GAD7 Cases	
b.Mild Anxiety >>> a.No Anxiety	2	0	0	100%	100%

Proportion of cases per degree of GAD7 improvement Year To Date



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Red Flag Cases Summary

Qty **Red Flag Cases**

Gender

Call Categories - **Red Flag Cases** YTD

Call Time - **Red Flag Cases** YTD

Gender

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Critical Incident Cases Summary

Qty [Critical Incident Cases](#)

Gender

Call Categories - [Critical Incident Cases](#) YTD

Call Time - [Critical Incident Cases](#) YTD

Gender

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Curriculum Staff Mandatory Training Completion (01/02/2020 to 31/01/2021)

		Engineering & Science		Construction & Trades		Apprenticeships		Computing		Health & Social Care		Early Years		Essential Skills		Arts & Fashion		Hair & Beauty		Sports & Social Science		Hospitality		Catering		Schools, Eng & Widening Access	
Number in the Department		58		75		37		43		43		33		73		43		59		56		34		36		55	
		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage	
Mandatory Module	An Introduction to Working Safely	25	43.1%	48	64.0%	20	54.1%	28	65.1%	28	65.1%	23	69.7%	47	64.4%	27	62.8%	18	30.5%	33	58.9%	15	44.1%	27	75.0%	28	50.9%
	Copyright Awareness	23	39.7%	49	65.3%	13	35.1%	25	58.1%	23	53.5%	24	72.7%	34	46.6%	14	32.6%	25	42.4%	28	50.0%	15	44.1%	22	61.1%	20	36.4%
	Cybersecurity Awareness	40	69.0%	61	81.3%	22	59.5%	33	76.7%	29	67.4%	27	81.8%	54	74.0%	21	48.8%	39	66.1%	33	58.9%	28	82.4%	25	69.4%	23	41.8%
	Equality & Diversity in the Workplace	28	48.3%	49	65.3%	18	48.6%	29	67.4%	25	58.1%	26	78.8%	49	67.1%	16	37.2%	20	33.9%	33	58.9%	17	50.0%	25	69.4%	22	40.0%
	Fire Detection & Response	26	44.8%	40	53.3%	16	43.2%	30	69.8%	28	65.1%	26	78.8%	49	67.1%	19	44.2%	19	32.2%	32	57.1%	14	41.2%	26	72.2%	20	36.4%
	GDPR	29	50.0%	41	54.7%	12	32.4%	28	65.1%	19	44.2%	19	57.6%	45	61.6%	15	34.9%	22	37.3%	28	50.0%	18	52.9%	20	55.6%	21	38.2%
	Infection Control	46	79.3%	65	86.7%	24	64.9%	34	79.1%	28	65.1%	27	81.8%	56	76.7%	33	76.7%	49	83.1%	39	69.6%	32	94.1%	27	75.0%	38	69.1%
	Safeguarding the College Community	35	60.3%	47	62.7%	14	37.8%	24	55.8%	23	53.5%	26	78.8%	39	53.4%	20	46.5%	31	52.5%	32	57.1%	22	64.7%	14	38.9%	24	43.6%

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Service Staff Mandatory Training Completion (01/02/2020 to 31/01/2021)

		HROD		Marketing & FOH		Quality		Student Experience		Finance		Business Growth		BIIS & Student Records		ICT		Leadership Support	
Number in the Department		22		21		13		98		98		14		23		14		5	
		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage		Completed & Percentage	
Mandatory Module	An Introduction to Working Safely	11	50.0%	13	61.9%	9	69.2%	48	49.0%	26	26.5%	7	50.0%	6	26.1%	12	85.7%	3	60.0%
	Copyright Awareness	8	36.4%	8	38.1%	5	38.5%	38	38.8%	29	29.6%	6	42.9%	13	56.5%	5	35.7%	3	60.0%
	Cybersecurity Awareness	16	72.7%	18	85.7%	7	53.8%	73	74.5%	45	45.9%	11	78.6%	19	82.6%	14	100.0%	3	60.0%
	Equality & Diversity in the Workplace	10	45.5%	10	47.6%	8	61.5%	45	45.9%	33	33.7%	7	50.0%	6	26.1%	11	78.6%	3	60.0%
	Fire Detection & Response	11	50.0%	12	57.1%	8	61.5%	45	45.9%	31	31.6%	7	50.0%	5	21.7%	12	85.7%	3	60.0%
	GDPR	11	50.0%	10	47.6%	9	69.2%	22	22.4%	18	18.4%	10	50.0%	1	4.3%	9	64.3%	3	60.0%
	Infection Control	20	90.9%	19	90.5%	8	61.5%	74	75.5%	53	54.0%	10	71.4%	19	82.6%	14	100.0%	3	60.0%
	Safeguarding the College Community	8	36.4%	10	47.6%	6	46.2%	58	59.2%	38	38.8%	9	64.3%	8	34.8%	10	71.4%	4	80.0%

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Business, Resources and Infrastructure Committee**9 March 2021**

- Subject:** Health, Safety and Wellbeing and Equality and Inclusion Report
- Purpose:** To provide members with an update for the reporting period November 2020 to January 2021.
- Recommendation:** That members note and take account of the reporting and monitoring information provided

1 Health, Safety and Wellbeing Update**1.1 Mandatory and Online Training**

Mandatory training completions during the reporting period:

Course	Completions
Introduction to Working Safely	41
Fire Detection & Response	40
Infection Control	15

A range of health, safety and wellbeing courses were completed on the Staff Learning Portal during the reporting period.

1.2 Accidents and Incidents

There were 11 incidents recorded during the reporting period, detailed as follows:

Campus	Riddor	Minor Injury	No Injury	Near Miss	Total
Ayr	0	4	0	1	5
Kilmarnock	0	3	2	1	6
Kilwinning	0	0	0	0	0
Dean Park	0	0	0	0	0
Irvine	0	0	0	0	0
Nethermains	0	0	0	0	0
Total	0	7	2	2	

1.3 Fire Safety

No fire evacuations to report during the period.

1.4 Claims

The College currently has one outstanding liability claim.

Ayrshire College * 484082
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1.5 Risk Assessment

The College overarching Covid-19 risk assessment continues to be reviewed fortnightly by the *Campus Operations Steering Group* and is available to all staff. This risk assessment takes account of the guidance from Scottish Government, NHS and the Health and Safety Executive (HSE). In addition, individual departments have also undertaken their own local Covid risk assessments, to supplement the overarching document, and are reminded to review this on a regular basis.

1.6 Supporting Academic Year 2020/2021

1.6.1 Campus Operations Steering Group

The Health, Safety and Wellbeing team continue to support the Campus Operations Steering Group and associated workstreams – Learning and Teaching; and Support Staff and Wellbeing.

The Health, Safety and Wellbeing Manager attends the Regional Education meetings on a weekly basis and keeps the College abreast of any public health developments. A process has been created for a member of College Senior Management to be on call over a weekend to support NHS Ayrshire & Arran contact tracing which may involve a positive staff member or student.

The Health, Safety and Wellbeing Manager submits a weekly return to the Scottish Government confirming the number of positive and self-isolating staff and students.

A homeworking Display Screen Equipment (DSE) guidance document is still available to all staff. In excess of 634 initial assessments, and approximately 70 revised assessments, have been reviewed by the HSW team. In addition, 629 actions have been completed and 140 are currently open. The primary focus is now assisting staff and their line managers with completing their actions.

1.6.2 College Development Network (CDN)

The HSW team members have regularly attended CDN Health and Safety meetings throughout the period. These meetings continue to be pivotal for the sector in making the necessary arrangements for reopening College campuses.

1.7 Health and Wellbeing Themes

- HSW 12 days to Christmas – health and wellbeing was the theme this year. A Sway booklet was produced to accompany this campaign which contained additional information on health, wellbeing and signposts to support.
- January Fitness Challenge – Staff were asked to participate in an activity throughout the month of January, just for fun.
- Work-life Balance sway booklet was shared with staff and students – this was to provide information and guidance on work-life balance and how to look after your wellbeing.
- HSW continue to share information and ideas in the Staff Wellbeing Teams page and on the College newsletter.

1.8 Legislative Update

The College continues to adhere to the Scottish Government Covid-19 legislation and guidance.

2 **Equality and Inclusion Update**

2.1 Mainstreaming Equality 2019-2021 and Equality Outcomes 2021-2025

The Mainstreaming Equality 2019-2021 and Equality Outcomes 2021-2025 report is currently going through College internal governance processes having already been shared with members of the Values, Inclusion, Equality, and Wellbeing (VIEW) Steering Group, Promoting Wellbeing Group (PWG) and the College Leadership Team (CLT).

In summary, the report evidences good progress to mainstream equality across many aspects of College life and the significant steps taken to progress each of the College's previous Equality Outcomes 2017-2021.

To support the development of actions underneath each of the four, new proposed Equality Outcomes 2021-2025, a number of actions have been undertaken including an Ayrshire-wide public consultation between 13 October – 18 November 2020 and ongoing staff and student engagement through for example student focus groups, the Staff Positive About Disability Peer Support Group, the VIEW Steering Group and CLT members. The equality and inclusion monthly e-newsletter 'Equality Matters' also continues to share information regarding these Equality Outcomes. The March and April editions of the e-newsletter will focus on the single-issue of mainstreaming equality and the Equality Outcomes 2021-2025.

2.2 Equally Safe

The College's Construction Trades and Technology curriculum area, with support from the Equality and Inclusion Advisor, launched its '*White Ribbon*' status project on 25 November. This was the first day of 16 days of action to support the international campaign to prevent and end violence against women and girls. White Ribbon is a charity set up to encourage more males to not accept, condone or remain silent about violence against women. The first stage of the project has been aimed at raising awareness and as a result a number of students from this curriculum area signed the White Ribbon pledge. Further updates will follow as this work progresses.

The College's Equality and Inclusion Advisor and Fiona Drouet MBE, founder and CEO of *Emily Test*, recorded a Rockpool podcast episode in November to raise awareness of gender based violence. Rockpool Podcast are produced by the College's Music and Sound Production Curriculum team. Rockpool Podcast shows are varied, with features including special guests, interviews, themed or stand-alone episodes and episodes produced by students.

2.3 LGBT History Month

With local partners from the Ayrshire Equalities Partnership (AEP), the College, through Rockpool Podcasts, celebrated and raised awareness of diverse LGBT+ voices by releasing a two-part special podcast as part of LGBT History Month in February. Part 1 includes interviews with Patrick Harvie MSP, co-leader of the Scottish Greens Party, Emily Gomarsall, Womens' Officer at the University of West of Scotland (UWS), Ferhan Khan, Queer Muslim Activist and Jules T Smith, Clothes Designer of Binge Designs. Part 2 features a number of LGBT+ voices, with some contributions from College staff and students speaking about their life experiences as an LGBT+ person.

2.4 Equality Matters e-newsletter

To date, three members of staff have shared their experiences in the Equality Matters e-newsletter. Lucy Shields, HR Advisor, gave insight to living with the long-term health condition Multiple Sclerosis (MS) and reinforced the importance of staff declaring or updating their disability status on the College's HRIS i-Trent system. Steven Fegan, Employability and Engagement Officer, told of his transition from Samaritans caller to volunteer listener and the importance of effective listening. Val Malcolm, Finance Assistant, shared her journey of self-acceptance as a gay woman. Staff response to the e-newsletter has been very positive.

Jane McKie
Vice Principal People

(David Davidson, Director HR and Organisational Development)

Ayrshire College # 484082
03/05/2021 14:21:18

Business, Resources and Infrastructure Committee**9 March 2021****Subject:** 2020-21 Student Support Funds Position as at 11 February 2021**Purpose:** To update Members on the Student Support Funds position and projections as at 11 February 2021**Recommendation:** Members are asked to note the contents of this paper.**1 Background**

The College is responsible for administering student support funds on behalf of the Scottish Funding Council (SFC), the Scottish Government and Student Awards Agency for Scotland (SAAS).

2 Current Situation

The following sections of this paper provide details of the position of each student support fund as at 11 February 2021.

Members should note that while projected expenditure figures are included within this report there are a significant number of variables still to be factored including student retention rates, actual awards still outstanding and 2021 winter start courses.

Financial projections will continue to be refined throughout the year for reporting to both the Strategic Leadership Team and the Business, Resources and Infrastructure Committee.

2.1 SFC Funds Provided for Bursary Support

Total 2020-21 SFC Student Support Funds are £10,607,955. Table 1 below details the bursary support funds provided by SFC for 2020-21 together with projected expenditure figures as at 11 February 2021.

Table 1

Student Support Fund	Budget	Projected Expenditure	Difference
SFC Bursary	£9,335,000	£7,333,965	£2,001,035
FE Childcare	£517,138	£280,203	£236,935
HE Childcare	£278,459	£110,184	£168,275
FE Discretionary	£477,358	£780,062	£(302,704)
Total	£10,607,955	£8,504,414	£2,103,541

The above figures are based on the most up to date information on student applicants based on all students continuing with the College. Student Funding will continue to review and revise the numbers to take account of student withdrawals, once these have been confirmed by the curriculum areas. The figures also include initial projections for 2021 winter start courses. These courses have, however, traditionally attracted students who would be EMA eligible rather than eligible for Bursary due to their expected age. Members are asked to note that the figures in Table 1 include the award of £200 paid to all bursary students, approved by SLT by email on 8 February 2021.

The figures set out in Table 1 also include circa £1,900,000 which relates to 255 care experienced students. The College has actively promoted the additional support available to care experienced students and continues to do so. Therefore the level of support and the number of identified care experienced students is expected to increase during AY2020-21.

On 19 February 2021 SFC announced winter COVID-19 discretionary funding for FE student support. This funding is to be allocated to students in immediate need of additional financial support, in particular to support students struggling to pay rent for accommodation and anyone experiencing hardship due to Covid-19 effects. Ayrshire College's share of this funding is £194,485.

In addition, SFC announced that £5,000,000 from the FE in-year redistribution exercise would be allocated to colleges to further meet student hardship needs, including digital poverty. Ayrshire College's share of this additional student support funding is £384,346.

The College's Student Funding is therefore working on proposals for how these two additional funding allocations can be effectively utilised within the timescales and guidance issued by SFC.

Student Funding will continue to monitor student numbers and projected bursary support closely. Any significant changes or anomalies to withdrawals or engagement levels will be reported to members as part of the regular reporting arrangements.

2.2 Educational Maintenance Allowance (EMA)

EMAs are provided by the Scottish Government to support eligible 16 to 18 year old students. The College's allocation for AY2020-21 is £800,000. The College is currently projecting EMA spent of £735,078 at this time. Members are asked to note that this figure includes 2021 winter start courses.

There is no financial risk in this area as actual amounts paid out are reimbursed in full to the College a month in arrears.

2.3 SAAS Funds Provided for Higher Education Discretionary Support

The College is also allocated funding from SAAS for eligible students completing HE programmes. This budget is administered in line with SAAS guidance.

Table 2 below details the HE Discretionary Fund Budget made available by SAAS for 2020-21 together with expenditure as at 11 February 2021.

Table 2

Student Support Fund	Budget	Projected Expenditure	Difference
HE Discretionary Additional	£242,268	£175,250	£67,018
Total	£242,268	£175,250	£67,018

At this stage, the College cannot allocate more than the original budget of £242,268. SAAS however on 12 February announced an additional £4,034,076 of HE discretionary fund for the college sector. Of this, £283,150 has been allocated to Ayrshire College. These additional funds are to be used by 31 March 2021 and any unused funds are to be returned to SAAS by 16 April 2021.

SAAS's guidance states that the funds are to be prioritised to students facing financial difficulties due to accommodation costs and then students facing financial hardship as a result of COVID-19. The College's Student Funding is therefore working on proposals for how this additional funding can be effectively utilised within the timescales and guidance issued by SAAS.

3 Proposals

No further proposals are noted in this paper.

4 Consultation

No formal consultation is required given the subject of this paper.

5 Resource Implications

No further resource issues require to be noted in this paper.

6 Risks

The disbursement of student support funds and financial monitoring arrangements are key areas of financial risk for the College. In addition, issues arising from the management of the student support funds can impact significantly on the reputation of the College.

7 Equality Impact Assessment

An impact assessment was completed in respect of the 2020-21 Student Funding Policy and Procedures.

8 Conclusion

Members are asked to note the contents of this paper.

Michael Breen
Vice Principal, Finance
26 February 2021

(James Thomson – Director of Finance, Student Funding and Estates)

Ayrshire College # 484082
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**Quarterly Complaints Report
2020/2021
Quarter 1 (August – October 2020)**

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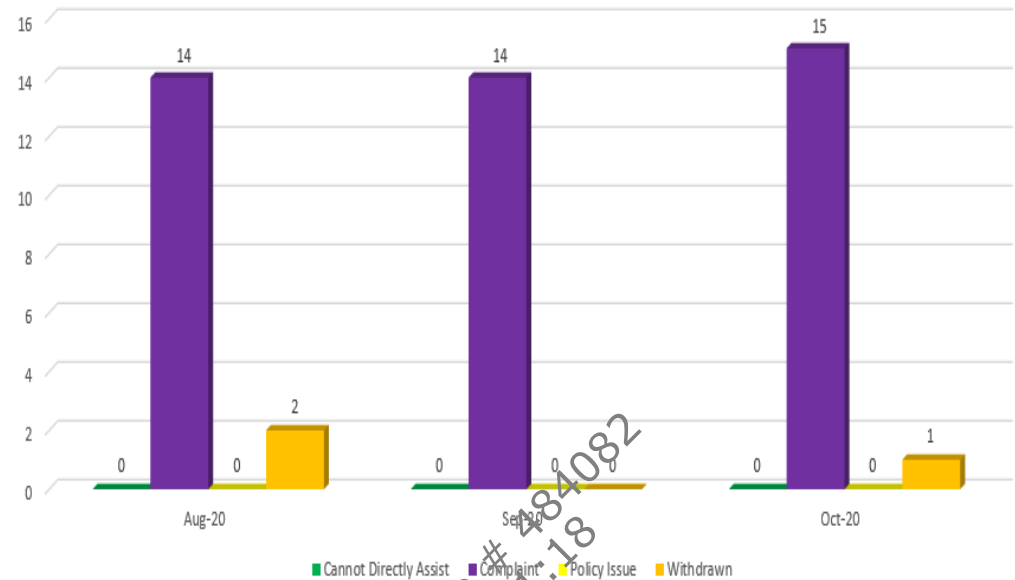
Total Issues Received

46 issues were received. The chart on the right shows the number of issues received each month, split by the type of issue.

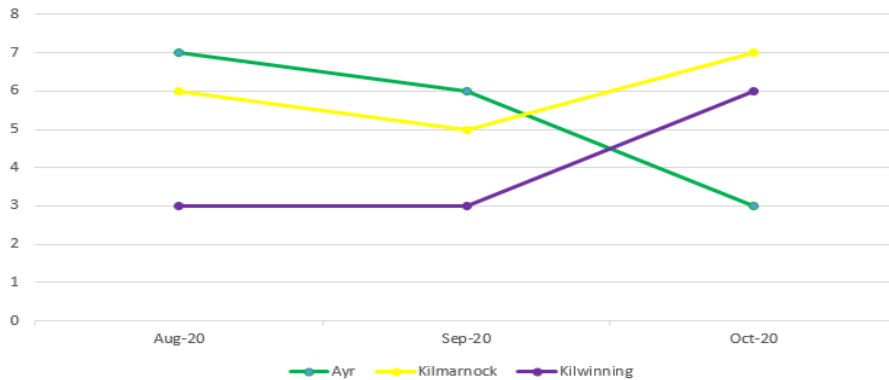
46 complaints were received, 3 of these were withdrawn.

The charts below show the total issues received each month by campus and the total issues received split by campus and type of issue.

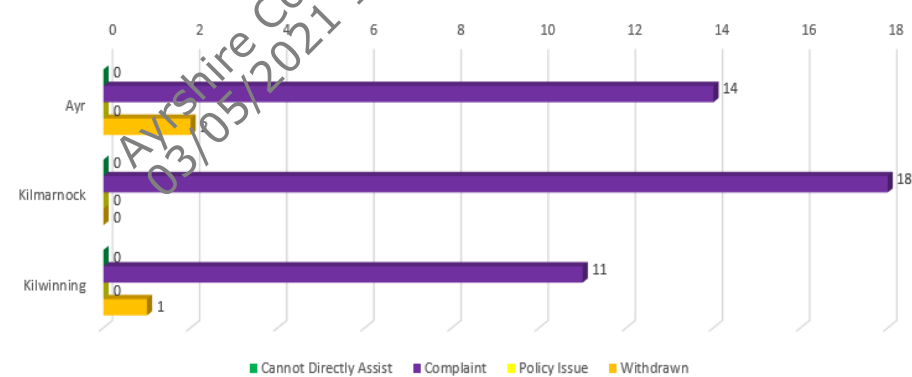
Issues received, split by month and type of issue



Issues received, split by month and campus

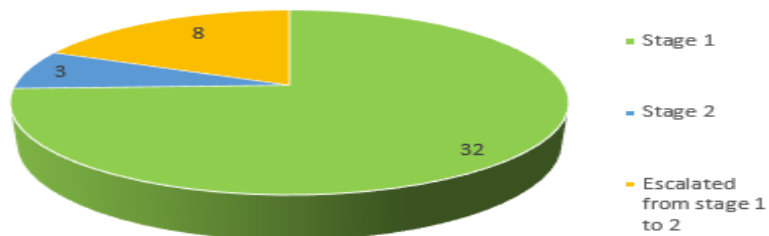


Issues received, split by campus and type of issue



Complaints Received

Complaints received, split by stage



46 complaints were received, 3 of these were withdrawn.

The chart on the left shows the remaining 43 complaints received, split by stage.

32 out of 43 complaints received were dealt with at stage 1, which equates to 74% of complaints.

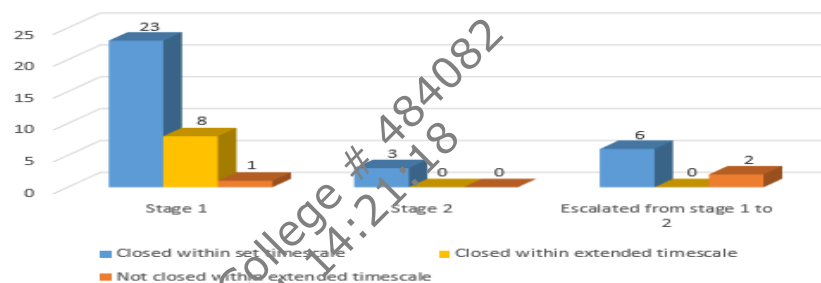
Stage 1 – SPSO set timescale is 5 working days and extended timescale is 10 working days

Stage 2 – SPSO set timescale is 20 working days and extended timescale is 40 working days

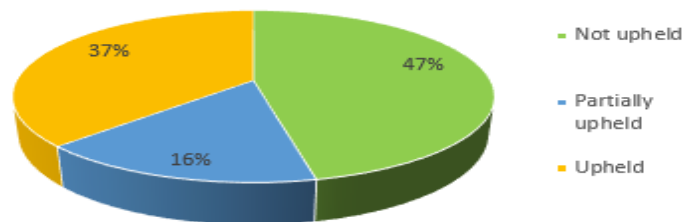
Escalated from stage 1 – 2 - SPSO set timescale is 20 working days and extended timescale is 40 working days

74% of complaints were closed within the SPSO set timescale.

Complaints received, split by stage and timescale closed in



Complaints received, split by outcome as a percentage



Of the 43 complaints received, 37% of complaints were upheld, with a further 16% partially upheld. This combines to 23 out of 43 complaints.

Complaints Comparison

Quarterly Complaints Report – Q1, 2020/2021

COMPLAINTS HANDLING PROCEDURE INDICATORS		Q1 2020/2021		Q1 2019/2020	
1.0	Total number of complaints received & complaints received per 100 population				
1.1	Number of complaints Received	43		60	
1.2/1a	College Population and Number of Complaints received per 100 population	8299	0.5	9937	0.6
2.0	Number of complaints closed at each stage and as a % of all complaints closed				
2.1/2a	Number of complaints closed at Stage 1 and % of total closed	32	74.4%	55	91.7%
2.2/2b	Number of complaints closed at Stage 2 and % of total closed	3	7.0%	1	1.7%
2.3/2c	Number of complaints closed after Escalation and % of total closed	8	18.6%	4	6.7%
2.4	Open	0	0.0%	0	0.0%
3.0	Number of complaints upheld, partially upheld and not upheld at each stage and as a % of complaints closed at that stage				
3.0	Stage 1				
3.1/3a	Number and % of complaints upheld at Stage 1	18	56.2%	37	67.3%
3.3/3c	Number and % of complaints not upheld at Stage 1	14	43.7%	18	32.7%
3.0	Stage 2				
3.4/3d	Number and % of complaints upheld at Stage 2	1	33.3%	1	100.0%
3.6/3f	Number and % of complaints not upheld at Stage 2	2	66.7%	0	0.0%
3.0	Escalated				
3.7/3g	Number and % of complaints upheld after Escalation	4	50.0%	2	50.0%
3.9/3i	Number and % of complaints not upheld after Escalation	4	50.0%	2	50.0%
4.0	Total working days and average time in working days to close complaints at each stage				
4.1/4a	Total working days and average time in working days to close complaints at Stage 1	161	5.0	175	3.2
4.2	Total working days and average time in working days to close complaints at Stage 2	56	18.7	39	39.0
4b	Escalation	273	34.1	56	14.0
5.0	Number and % of complaints closed within set timescales (S1=5 working days; S2=20 working days ; Escalated = 20 working days)				
5.1/5a	Number and % of Stage 1 complaints closed within 5 working days	23	71.9%	48	87.3%
5.2/5b	Number and % of Stage 1 complaints not closed with 5 working days	9	28.1%	7	12.7%
5.3/5c	Number and % of Stage 2 complaints closed within 20 working days	3	100.0%	0	0.0%
5.4/5d	Number and % of Stage 2 complaints not closed within 20 working days	0	0.0%	1	100.0%
5.5/5e	Number and % of Escalated complaints closed within 20 working days	6	75.0%	4	100.0%
5.6/5f	Number and % of Escalated complaints not closed within 20 working days	2	25.0%	0	0.0%
6.0	Number and % of complaints closed at each stage where extensions have been				
6.1/6a	Number and % of Stage 1 complaints closed within 10 working days (extension)	8	88.9%	6	85.7%
6.2/6b	Number and % of Stage 1 complaints not closed within 10 working days (extension)	1	11.1%	1	14.3%
6.3/6c	Number and % of Stage 2 complaints closed within 40 working days (extension)	0	0.0%	1	100.0%
6.4/6d	Number and % of Stage 2 complaints not closed within 40 working days (extension)	0	0.0%	0	0.0%
6.5/6e	Number and % of Escalated complaints closed within 40 working days (extension)	0	0.0%	0	0.0%
6.6/6f	Number and % of Escalated complaints not closed within 40 working days (extension)	2	100.0%	0	0.0%

- 43 complaints received, a decrease of 28% from Q1 2019/2020. However, if you remove complaints about parking, this is an increase of 13% from Q1 2019/2020.
- 74% of complaints were handled at stage 1 in Q1 2020/2021, compared to 92% for the same period in 2019/2020.
- 74% of complaints were closed within the target timescale, compared to 87% in Q1 2019/2020.
- 93% of complaints were closed within the extended timescale in Q1 2020/2021, compared to 98% closed within the extended timescale in the same period in 4/14 2019/2020.

Complaints – Sub-category

Quarterly Complaints Report – Q1, 2020/2021

The chart below shows the complaints received, split by sub-category and outcome. Noted below are the reasons for complaint in each of the top 5 sub-categories:

Funding/Bursary

- Funding not in place at the start of the academic year and payments placed on hold
- Unhappy with the information requested to assess bursary application
- Unhappy information continually being requested to assess application
- Cannot speak with Student Funding team
- Not received bursary and submitted information requested
- Unhappy discretionary funding not paid until September and delay in receiving timetable affecting ability to apply for childcare funding

Staff Conduct

- Lack of response to emails/not receiving callbacks
- No communication from staff
- Lack of support provided
- Attitude and behaviour of staff member, seem uninterested and unsupportive
- Treatment of students by staff member, allegation of bullying
- Unhappy with timescales given by lecturer to sit an assessment

Application, Admission, Interview, Enrolment, Induction

- Incorrectly told had a place on a course
- Not offered a place on chosen course
- Did not receive any information about induction or course structure
- No response received following interview

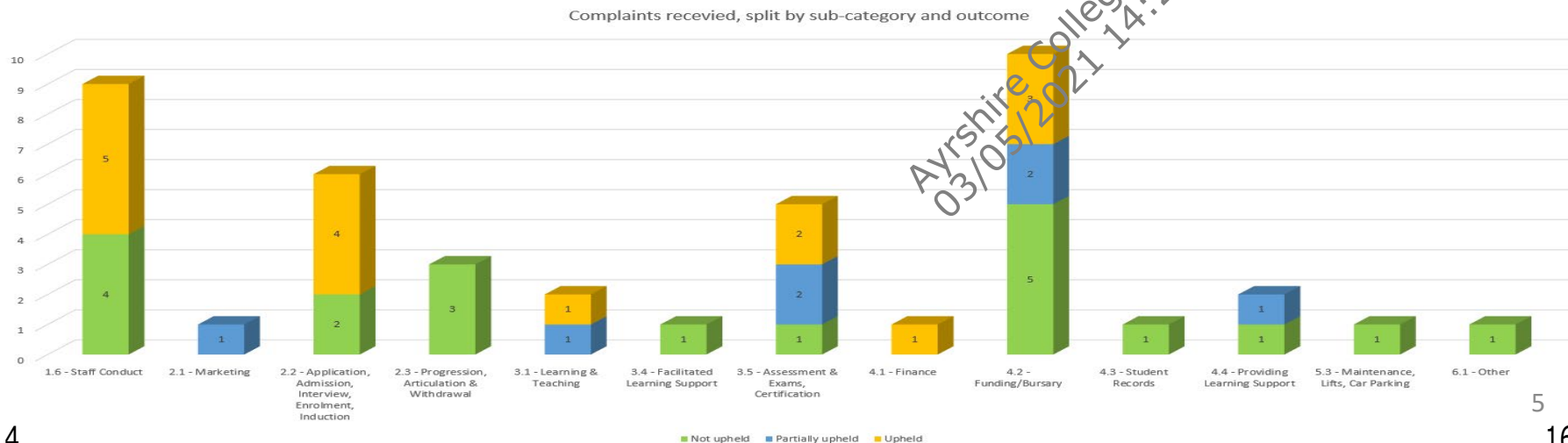
Assessments & Exams, Certification

- Not certificated for the course completed
- Unable to defer course and complete at a later date
- Portfolio submitted but not assessed and trades test cancelled, affecting pay rise with employer

Progression, Articulation & Withdrawal

- Unable to progress as did not complete course due to lack of communication from the College
- Not offered a place on chosen progression course

*Pages 12-14 show all the categories and sub-categories available

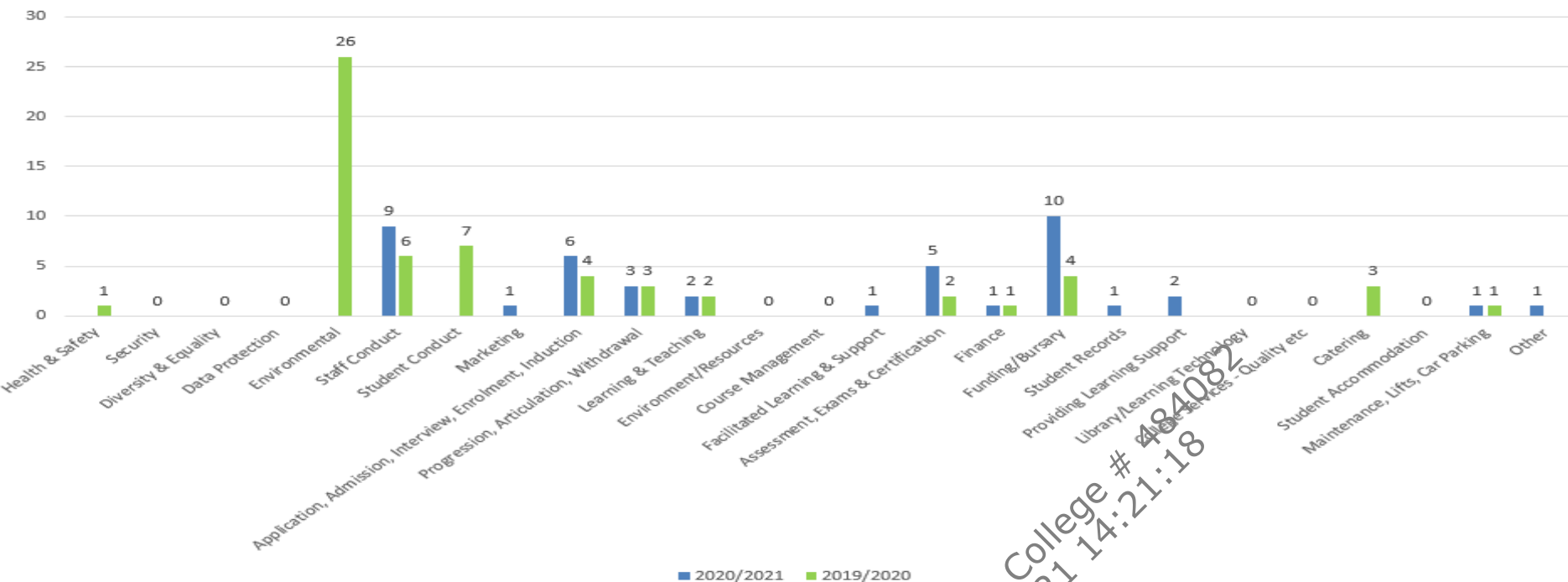


Complaints – Sub-category Comparison

Quarterly Complaints Report – Q1, 2020/2021

The chart below shows the complaints received, split by sub-category, compared to complaints received, split by sub-category, in Q1 2019/2020.

Complaints Received by Sub-category Q1, 2020/2021 vs Q1, 2019/2020

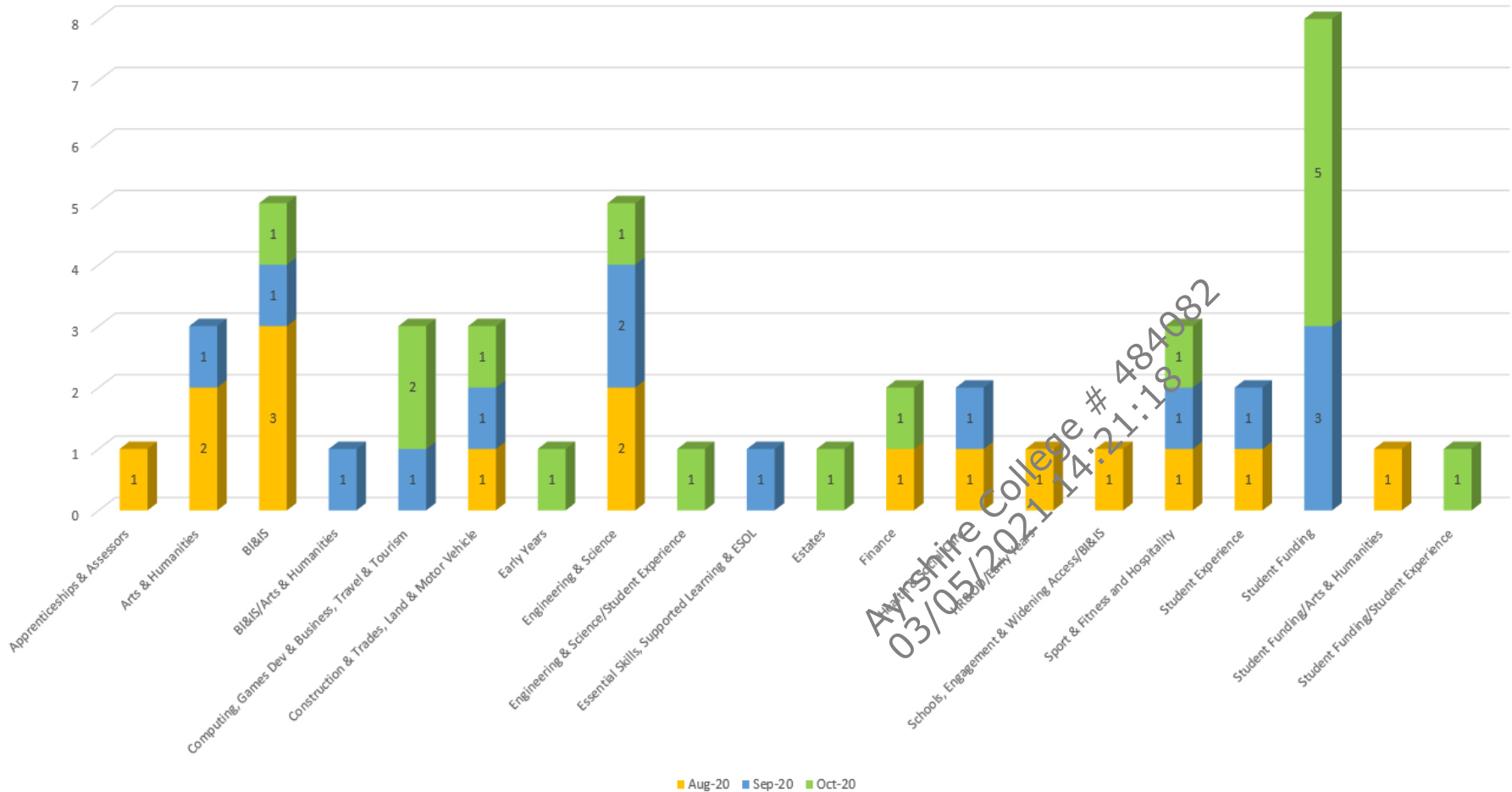


- Significant decrease in complaints received in the environmental sub-category from 26 in Q1, 2019/2020 to 0 in Q1, 2020/2021. This is due to a reduction in complaints about parking from local residents neighbouring the Kilmarnock and Ayr campuses. The campuses were either closed or there were reduced students and staff on campus, due to Covid-19 restrictions.
- Increase in complaints received in the funding/bursary sub-category from 4 in Q1, 2019/2020 to 10 in the same period of 2020/2021. This is mainly due to an increase in complaints about funding not being in place or about the information being requested.
- Decrease in complaints received in the student conduct sub-category from 7 in Q1, 2019/2020 to 0 in Q1, 2020/2021. This is due to a reduction in complaints from local residents about students dropping litter/smoking in residential areas and about students behaviours towards other students in class.
- Complaints in the application, admission, interview, enrolment, induction; learning & teaching; finance and maintenance, lifts, car parking sub-categories remain the same from Q1 2019/2020 to Q1 2020/2021.

Complaints – Directorate

The chart below shows issues received each month, split by directorate.

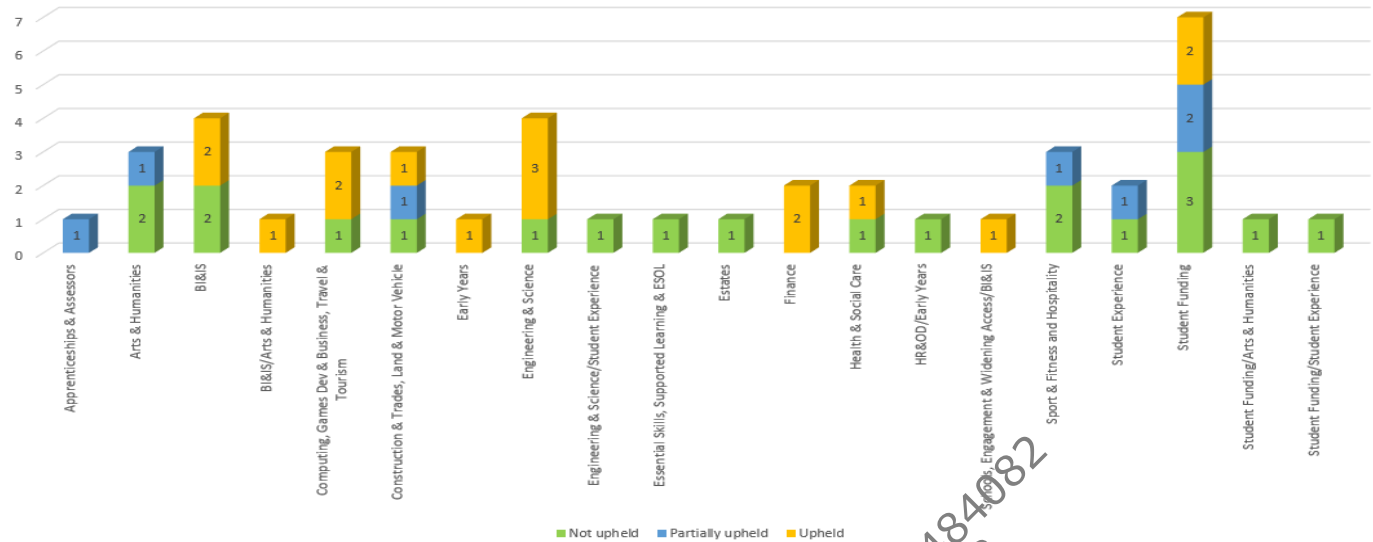
Monthly complaints (inc withdrawn) received, split by directorate



Complaints – Directorate

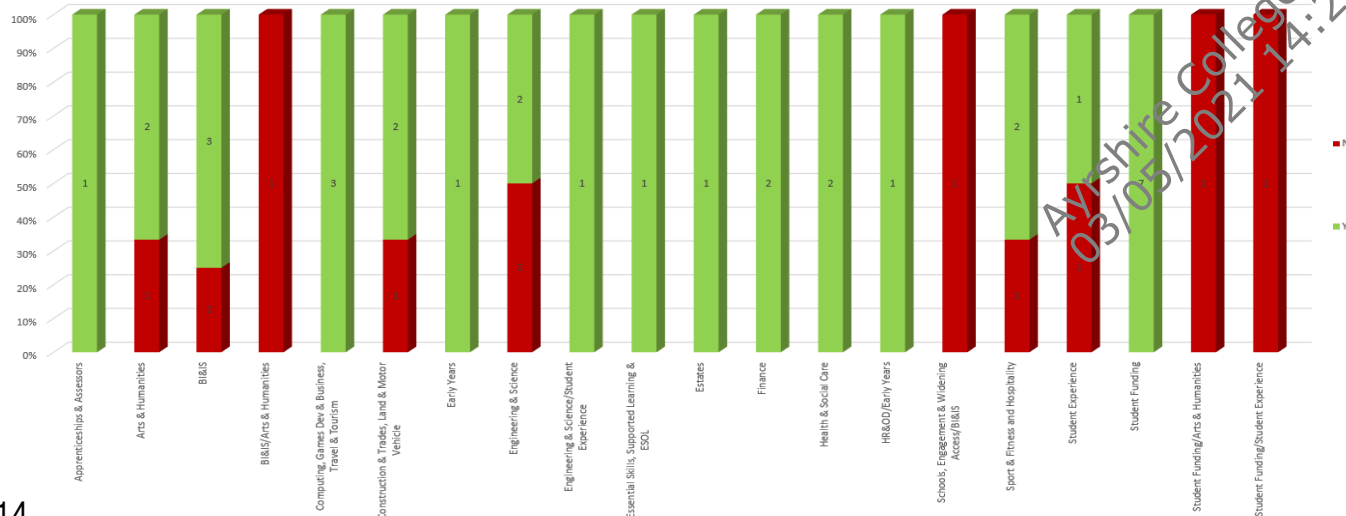
Quarterly Complaints Report – Q1, 2020/2021

Complaints received, split by outcome and directorate



The chart on the right shows the complaints received, split by outcome and directorate.

Percentage of complaints received, closed within timescale split by directorate



The chart on the left shows the percentage of complaints received, that were closed within the SPSO set timescale (5 or 20 working days), split by directorate.

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Actions

Quarterly Complaints Report – Q1, 2020/2021

Complaint Category	Number of actions	Number completed	Number outstanding
1. Customer Care	3	3	0
2. Applications, Admissions & Progression	4	3	1
3. Course Related	4	3	1
4. Services	4	4	0
5. Facilities	1	0	1
6. Others	1	1	0
Total	17	14	3

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Service Improvements

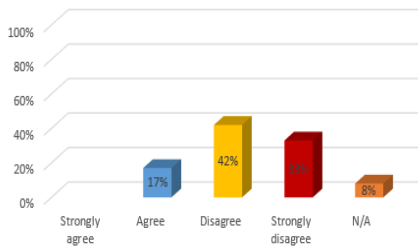
Quarterly Complaints Report – Q1, 2020/2021

Issue	Actions
Student had not been certificated for the award of PDA Education Support Assistant.	Students in whole class removed from incorrect group award and attached to correct group award and confirmation sent to SQA.
Student unhappy we did not deliver the examples/descriptors for HNC/HND as noted on the website.	Wording on the website updated to ensure it is clear that activities mentioned are examples of what students may have the opportunity to take part in rather than that they will have the opportunity.
Student trying to make a payment for their course and had left messages but could not get a response.	Settings changed on the College mobile phone so always goes to voicemail when staff member unable to answer or on another call.
Candidate unhappy with the recruitment process and the behaviour of staff in the interview.	<p>Staff member was invited to participate in the next round of interviews for the available vacancies.</p> <p>Review of the revised interview process on Microsoft Teams to identify any further developments and improvements to improve the candidate experience. HR continue to review this as we maintain a digital interview format.</p> <p>Adverts placed for lecturing vacancies were reviewed to ensure clarity on the skills and experience required is detailed, where applicable.</p>
Student unhappy their trades test has been cancelled which is affecting their pay rise. Student submitted their portfolio in March but it had not been assessed.	<p>All new students now provided with one to one sessions with their assessor to describe the requirements of the SVQ.</p> <p>College wide guides and resources created or sourced, particularly around the use of e-portfolio, and distributed to all students.</p>
Students unhappy with the lack of communication from the College about starting their course, did not receive an induction email.	Review the process for sending induction emails to ensure when emails do not match there is a process for the email being sent.
Parent of a student unhappy their bursary had been stopped due to unauthorised absence but this was due to a problem with Microsoft Teams at start of the course.	Communication improved between lecturers and Curriculum Admin to amend registers where communication has come into the department so that registers can be amended to reflect engagement rather than purely physical attendance.
Student unhappy they were told they cannot park at the rear of the Nethermainis campus building.	Investigate the possibility of erecting signs at the back of the College building to confirm students should not park there.
Student unhappy as feels online learning not working as the lecturer is struggling with the technology. Also wants to be on campus on more days.	Curriculum area provided with support in the form of a blended learning facilitator who worked with lecturers to enhance the quality of online learning.

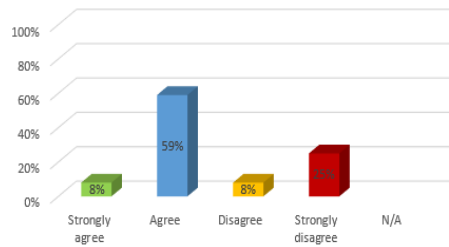
Customer Satisfaction

A total of 40 surveys have been sent, with 12 responses received, this equates to a 30% response rate. The results from the responses received are shown in the charts below.

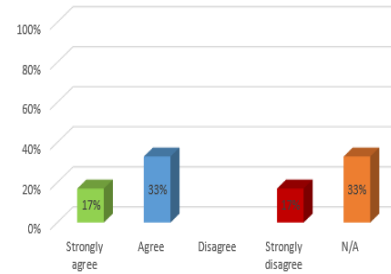
Q2 - I was aware of the complaints procedure before I needed to make a complaint



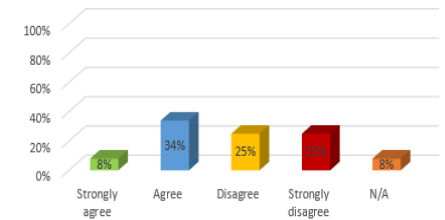
Q3 - I found the complaints process easy to access



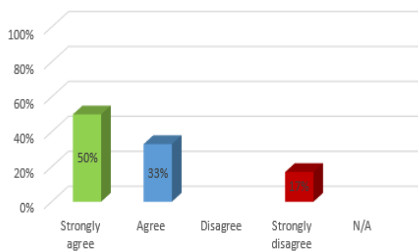
Q4 - I found the complaints form easy to use



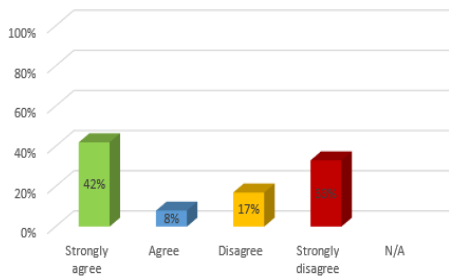
Q5 - I was able to access information and assistance in making my complaint where this was required



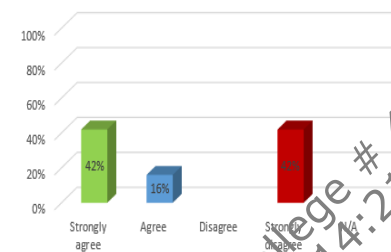
Q6 - I received a prompt acknowledgment of my complaint



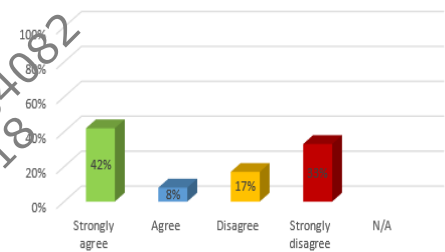
Q7 - I felt my complaint was taken seriously



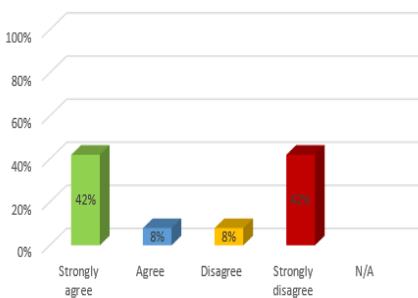
Q8 - I felt my complaint was thoroughly investigated



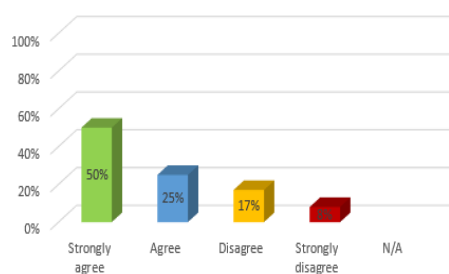
Q9 - I received a fair and objective response to my complaint



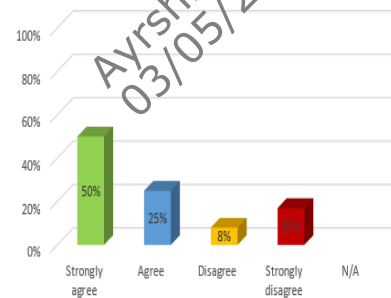
Q10 - I received a clear response to my complaint



Q11 - I received a response to my complaint within an appropriate timescale



Q12 - I was dealt with courteously at all times



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Appendix

The tables below show the College Development Network categories and sub-categories, which we have adopted.

1.0	CUSTOMER CARE	
	Sub-Category	Examples
1.1	Health & Safety	<ul style="list-style-type: none"> Alleged misuse of disability car parking spaces Subject to passive smoking in no smoking area Tripping hazards in workshop
1.2	Security	<ul style="list-style-type: none"> Theft of personal property Padlock on bicycle locker cut by Estates staff
1.3	Diversity & Equality <i>(Protected Characteristics)</i>	<ul style="list-style-type: none"> Failure to make reasonable adjustments under the terms of Equality Act Visitor complains of poor accessibility to toilets and lifts Student not allowed to progress on course due to additional support not being available to support disability Textbook contains racist material
1.4	Data Protection	<ul style="list-style-type: none"> E-mail address divulged to other people Staff shared student personal data with others during classroom discussion
1.5	Environmental	<ul style="list-style-type: none"> Housing Association complains of students littering outside tenants' properties Neighbour complains of noise from construction work at College Residents complain that students and staff used private car-parking spaces
1.6	Staff Conduct	<ul style="list-style-type: none"> Poor customer service Failure to respond to requests by e-mail/phone etc. Requests handled impolitely, discourteously
1.7	Student Conduct	<ul style="list-style-type: none"> Student complains that disciplinary procedure was applied unfairly Students damage neighbouring properties

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Appendix cont...

2.0 APPLICATIONS, ADMISSIONS, PROGRESSION		
	Sub-Category	Examples
2.1	Marketing	<ul style="list-style-type: none"> • Unable to find evening class information on College website • Misleading information in College prospectus
2.2	Application, Admission, Interview, Enrolment, Induction	<ul style="list-style-type: none"> • No acknowledgement of application • Criteria for rejecting application was unfair • Placed on waiting list despite applying quickly • No information on College website to inform applicant course was already full and only found out weeks later • Applicant travelled long distance for interview only to be told they didn't have the necessary entry requirements • Applicant invited to wrong campus for interview
2.3	Progression, Articulation & Withdrawal	<ul style="list-style-type: none"> • Student unhappy that they were not allowed to progress to next level having successfully achieved the previous level • Student complains withdrawal process was not followed • University not supplied with student reference as requested

3.0 COURSE RELATED		
	Sub-Category	Examples
3.1	Learning & Teaching	<ul style="list-style-type: none"> • Quality of teaching not to the standard expected • Teaching from powerpoint for 3 hours without a break • Lecturer unapproachable when requiring support
3.2	Environment/Resources	<ul style="list-style-type: none"> • Classrooms/desks not fit for purpose • Wifi unreliable • Broken smartboard • Workshops too cold • Not enough computers for size of class
3.3	Course Management	<ul style="list-style-type: none"> • Class cancelled at short notice • No contingency for staff absence • Lecturer arrives late/finishes class early
3.4	Facilitated Learning Support	<ul style="list-style-type: none"> • Guidance class not held • Staff do not provide printed materials in format stipulated in PLSP • Staff unaware of changes to PLSP
3.5	Assessment & Exams, Certification	<ul style="list-style-type: none"> • Assessments crammed into end of block • Student not provided with opportunity for re-sit • Delay in providing results/certificates • Not receiving certificate due to College failing to attach student to group award • Noise disruption during exam

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Appendix cont...

4.0 SERVICES		
	Sub-Category	Examples
4.1	Finance	<ul style="list-style-type: none"> Former student unhappy to be threatened with legal proceedings for unpaid fees Student unhappy not to have course fees refunded after withdrawing from course
4.2	Funding/Bursary	<ul style="list-style-type: none"> Delay in processing bursary application Application for hardship fund handled unfairly
4.3	Student Records	<ul style="list-style-type: none"> Student personnel data is incorrect/not updated
4.4	Provided Learning Support	<ul style="list-style-type: none"> Delay in arranging DSA assessment Student unhappy that they could not have the same support worker for every class Student unhappy that additional support requirements have not been put in place
4.5	Library/Learning Technology	<ul style="list-style-type: none"> Student complained that library overdue book notification system was unfair Lack of support provided by the College with regards to provision of IT on evening class Library opening hours
4.6	College Services – Quality etc	<ul style="list-style-type: none"> Delay in handling complaint

5.0 FACILITIES		
	Sub-Category	Examples
5.1	Catering	<ul style="list-style-type: none"> Coffee shop frequently runs out of soya milk Choice on offer
5.2	Student Accommodation	<ul style="list-style-type: none"> Poor wifi service Cleanliness of accommodation
5.3	Maintenance, Lifts, Car Parking	<ul style="list-style-type: none"> Lifts out of order College does not provide sufficient car parking space College signage is misleading

6.0 OTHERS		
	Sub-Category	Examples
6.1		<ul style="list-style-type: none"> No College wide 2 minute silence on Remembrance Day

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