

**Minute of the Board of Management Meeting
Held on Thursday 25 March 2021
By virtual attendance via Zoom**



Present: Willie Mackie (Chair)
Elaine Anderson
Beth Clelland
Scott Cooley
Steven Fegan
Steve Graham
Lauren Howieson
Mary McClung
Hazel Murphy
Mike Stewart
Alison Sutherland
Carol Turnbull
Steven Wallace
Matthew Wilson

In attendance: Brendan Ferguson (Board Secretary)
Yvonne Melvin (Board Administrative Officer)
Michael Breen (Vice Principal – Finance)
Anne Campbell (Vice Principal – Curriculum)
Jane McKie (Vice Principal – People)

1 Welcome and Declarations of Interest

The Chair welcomed everyone to the meeting.

Beth Clelland, Mary McClung and Steven Wallace declared an interest in Item 10, Paper 7. The Chair declared an interest in Item 11, Paper 8.

The Board agreed that the responsibility of Chair would pass to S Wallace at Item 11 and, in the absence of the Vice Chair, S Wallace would present Paper 8 to the Board for consideration.

The Board agreed that individuals would not contribute to or take part in in discussion related to the items for which they had declared an interest, but would not be required to leave the meeting while these items were under discussion.

2 Apologies

Apologies were received from Board members Fiona McQueen, Janette Moore, Steven Oliver and Sathish Srinivasan.

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

The minutes of the meeting held on 10 December 2020 were approved as a correct record.

Proposed: M Stewart; **Seconded:** S Graham

Board of Management Action Tracker (Paper 1A) (P)

There were no outstanding actions to discuss.

4 Matters Arising

There were no matters arising.

5 Student Association Report (Paper 2) (P)

L Howieson introduced Paper 2, advising that the Student Association was recently awarded additional funding from the Scottish Funding Council to assist in the delivery of activities and services to students to help mitigate the effects of Covid-19. It was noted that consultation was underway on the best way to utilise the funding and that future updates would be provided.

It was highlighted that the Student Ambassadors had completed the first round of focus groups and would be working with curriculum areas on the second round of focus groups, scheduled to take place in March 2021, which would focus on the Organisation Effectiveness Review.

L Howieson also noted that the Student Association had provided support to the College's Marketing Department on the "Keep Calm Cameras On" campaign, which was intended to encourage students to take part in remote learning with their cameras on.

The Board noted that the Student President and Vice-President Elections for AY 2021-22 were scheduled to take place from 3 May to 14 May 2021, via remote online election.

The Board noted and welcomed the above report. The Board also congratulated the Student Association on achieving the Carers Scotland, Student Carers Recognition Award. This was considered to be a worthy achievement and recognition of the tremendous work in this area undertaken by the Student Association.

6 Chair's Report

The Chair reported on the following matters that had occurred since the previous meeting of the Board:

- The Chair advised that both he and C Turnbull had been involved in the Colleges Scotland Infrastructure Review, the final day of which would be 26 March. A review at this time was considered to be appropriate and good practice as the previous infrastructure review had taken place a number of years prior.
- Members were also advised that the theme for the Board Strategic Development Day, scheduled to take place on Tuesday 20 April 2021, would be the positioning and engagement of the College with external stakeholders. The Chair was pleased to confirm that the Board would be joined on the day by the Chief Executive Officers from the three local authorities as well as the Chair of the Scottish Funding Council, Mike Cantlay.

7 2021-21 Interim Outcome and Impact Framework (Paper 3) (P)

A Campbell introduced Paper 4, reminding members that a copy of the SFC Guidance for Interim Outcome Agreements for Colleges had been provided for information at the previous meeting in December 2020, and that the Regional Outcome Agreement (ROA) had been replaced by the new streamlined Outcome and Impact Framework.

A Campbell outlined the three outcome areas; Outcomes for Students; Outcomes for Economic Recovery & Social Renewal; and Responsiveness and Collaborative. A Campbell further advised that the 2020-21 Interim Outcome and Impact Framework had been considered at the recent meeting of the Learning and Teaching Committee on 4 March 2021 and, following a robust discussion, was commended to the Board for approval. It was noted that the data table coinciding with the paper had been updated from that provided at the Learning and Teaching Committee meeting on 4 March.

Further discussion took place, with various questions raised and answered satisfactorily. M Stewart, in his capacity of Director of Aircraft Maintenance at Chevron, Prestwick recognised that the impact from the global pandemic had negatively impacted organisations within the aerospace and space sector, resulting in the loss of highly skilled jobs. The College was commended on the various projects focused on the economic recovery and upskilling in this sector.

The Board approved the 2020-21 Interim Outcome and Impact Framework and commended the work being undertaken by the College.

8 Statement of Ambition 2030 (DRAFT) (Paper 4) (R)

C Turnbull introduced Paper 4. Members were reminded that the Statement of Ambition 2030 had been subject to delay due to the impact of the Covid-19 pandemic and that the current plan had been extended by 1-year, as approved by the Board at its meeting in December 2020.

C Turnbull advised that the draft Statement of Ambition 2030 had been developed using feedback from various sessions with staff and students and from the workshop held with Board members on 30 January 2020. The draft also incorporated UK and Scottish Government aims, alongside key regional strategic developments. Board members were asked to consider the draft Statement of Ambition 2030 and to provide any comments or feedback. C Turnbull noted that, following final consultation events planned for April 2021, a final version of the Statement of Ambition 2030 would be brought to the Board for consideration and approval at its meeting in June 2021.

C Turnbull went on to provide a presentation (contained in Admincontrol) and outlined the ambitions, value and priority themes for the College in further detail.

The draft Statement of Ambition 2030 was discussed in detail with a number of queries given satisfactory responses. The Chair encouraged members to provide any comments or feedback to C Turnbull by the end of May 2021.

The Board noted the draft Statement of Ambition 2030 and thanked C Turnbull for the update.

9 Board Matters

Proposed Amendment to the Board Responsibilities and Standing Orders (Paper 5) (P)

The Chair introduced Paper 5 and the Board Secretary took the Board through the paper, reminding members that a revision was approved as V9 of the Board Responsibilities and Standing Orders at the Board's previous meeting in December 2020. It was noted that a further revision was required in light of timely and appropriate advice from the Office of the Scottish Charities Regulator (OSCR) on the need to formalise virtual attendance at meetings within the Board's Standing Orders. In addition, an amendment to the Performance Review and Remuneration Committee Terms of Reference had been proposed by the Committee to take account of the requirement to provide of an overview of the award of annual increments to non-NRPA members of staff. The proposed amendments were highlighted to members.

The Board considered and approved V10 of the Board Responsibilities and Standing Orders.

Draft Board and Committee Meeting Dates 2021-22 (Paper 6) (P)

The Board Secretary introduced Paper 6 and Y Melvin took members through it as presented. It was advised that the proposed schedule of meeting dates for 2021-22 had been circulated to the Executive Leadership Team and no issues/amendments had been raised.

The Board considered and approved the Draft Board and Committee Meeting Dates 2021-22.

*Action: The 2021-22 meeting dates be circulated to members immediately together with advice that these dates should be inserted into member's diaries, pending confirmation of committee memberships for 2021-22.
(The Board Office)*

10 Recommendations re the Extension of Board Member Appointments (Paper 7) (P)

The Board noted that the three members whose reappointment to the Board was being proposed in Paper 7 had declared an interest in the content of the Paper at the start of the meeting. The Board agreed that while the members concerned could not take a part in any subsequent discussion or vote on the content of the paper, they would not be asked to leave the meeting for this item.

The Chair introduced Paper 7. It was noted that the recommendations regarding the extension of the three Board members' appointments had been made following discussion at the meeting of the Search & Nominations Committee on 25 February 2021, with full account taken of the Scottish Government's guidelines on the appointment and reappointment of board members. The Chair confirmed that the recommendation for Beth Clelland, Mary McClung and Steven Wallace to be re-appointed to the maximum four year periods of office as members of the Board of Management, with effect from 1 August 2021 to 31 July 2025, had been unanimously approved by the Committee and commended to the Board for approval.

The Board agreed to recommend to Scottish Ministers the reappointment of Beth Clelland, Mary McClung and Steven Wallace as board members with effect from 1 August 2021 until 31 July 2025.

The Chair advised members that, following a change in personal circumstances, it was the intention of H Murphy to stand down as a Board member at the end of her current period of appointment on 31 July 2021. The Chair thanked H Murphy for her ongoing support and commitment to the Board and to Ayrshire College.

11 Evaluation of Effectiveness of Board Chair 2019-20 (Paper 8) (P)

In the absence of the Vice-Chair, the Chair was passed to S Wallace for this item.

S Wallace presented Paper 8 to members and reported that the review had been thorough and inclusive of all aspects of the public role of the Board Chair and had taken full account of the commentary received from board members.

The Board welcomed and approved Paper 8

12 Externally Facilitated Board Effectiveness Review – Final Report (Paper 9) (P)

The Chair introduced Paper 9. The Board was reminded that the Externally Facilitated Board Effectiveness Review was a requirement of The Code of Good Governance for Scotland's Colleges and that Candy Munro had been appointed as the External Facilitator to undertake the review starting in December 2020.

It was noted that, following completion of the Board Development/Strategy Day in January 2021, a draft EER Report was provided and circulated to members in February 2021 and that comments received had been fed back to Candy.

It was noted also that that recommendations contained within the EER had already been incorporated into the Rolling Board Development Plan.

The Chair further advised that, if approved, the Report would be submitted to the Scottish Funding Council by the deadline date of 31 March 2021.

The Board approved the Externally Facilitated Board Effectiveness Review for submission to SFC.

13 Rolling Board Development Plan 2015-21 (Paper 10) (P)

The Board Secretary introduced the updated Board Development Plan, reminding members that it set out what had been agreed at the Board Strategy/Development Day held on 28 January 2021. It was noted that this year's updates also included recommendations from the Externally Facilitated Board Effectiveness Review

The Board formally approved Paper 10 for submission to SFC and commended the work of the Board Office in delivering the Plan.

14 Equality Outcomes and Mainstreaming Report 2019-21 and Equality Outcomes 2021-25 (Papers 11 and 12) (R)

J McKie introduced the Equality Outcomes and Mainstreaming Report 2019-21 and Equality Outcomes 2021-25, advising that the Report had been provided to the Business, Resources and Infrastructure Committee at their meeting on 9 March and was accompanied by a presentation provided by Sara Turkington, Equality and Inclusion Adviser. The Report was subsequently commended by the Committee to the Board for consideration and approval.

J McKie provided members with further information, advising that the Report highlighted the steps taken by the College to mainstream equality and also covered the final two years of the current Equality Outcomes, as published in 2017. It was noted that new equality outcomes were required to be developed every four years, with an interim report on progress every two years. The Board were taken through the final outcomes for the period 2019-21 in further detail. J McKie noted that focus would now be on the new Equality Outcomes for 2021-2025, as identified within in the Report.

The Board formally approved the Report for 2019-21 and the new Equality Outcomes for 2021-25 detailed within Papers 11 and 12.

15 Covid-19 Update (Verbal) (P)

C Turnbull provided a verbal update and advised that, as part of the Scottish Government's updated Strategic Framework, the First Minister had announced that, from 15 March 2021, colleges would be able to prioritise the return of those students requiring in-person provision to complete or progress their studies, but that the total number of students on campus at any one time should be restricted to 5%. C Turnbull noted that this may increase on 5 April and then again on 26 April for those students studying in practical areas.

It was noted that the current restrictions on the number of students permitted to attend campus to undertake the practical element of their coursework may result in a number of students being deferred to AY 2021-22. The College was working closely with the various awarding bodies on possible adaptations to practical assessments in certain course areas, potentially allowing students in these course areas to complete their course within the 2020-21 academic year.

C Turnbull continued, advising that, following the Easter break, lateral flow testing would be made available through NHS Ayrshire & Arran's Public Health department, working in conjunction with the College's Health Safety and Wellbeing Team. These tests would be for those students and members of staff required to be on campus.

Further discussions took place during which questions were asked and satisfactory responses provided. In response to one query, C Turnbull advised that a learning and teaching model for AY 2021-22 was being considered and would be based on the assumption of continued blended learning and limited on-campus presence. It was recognised that, whilst consideration of students required to complete practical areas of their coursework remained a priority, consideration was also being given to the importance of social interaction for all students.

The Board thanked C Turnbull for the informative update and commended the College's approach to this complex and difficult situation during uncertain times and for the continued support provided to students.

16 National Bargaining Update (Verbal) (R)

C Turnbull provided a verbal update, advising that a 2% pay award for Lecturing and Support Staff had now been agreed with both EIS-FELA and UNISON and covers the time period 1 September 2020 to 31 August 2021.

C Turnbull noted that, in response to a national dispute regarding the role of a Lecturer, EIS-FELA membership had been balloted and had voted for industrial action. It was noted that the strike action could potentially result in disruption to learning and teaching for students for 15 days over the coming months. C Turnbull added that the College was working with union representatives at a local level to mitigate any further disruption to student learning and that further information on the outcomes of the meetings would be provided to members via circulation.

The Board noted with disappointment and concern the decision of the EIS-FELA Union to undertake industrial action on this matter, particularly at this time when the country is the midst of managing the impact of a global pandemic and students can ill afford further disruption to their studies. The Board looked forward to receiving further information on the progress being made toward resolving this dispute. .

17 Committee Chairs' Reports (Verbal) (P)

The Committee Chairs provided verbal reports on the matters considered by the Committees since the last meeting of the Board, and not already dealt with under the agenda for this meeting. The agenda and papers would be published on the website and the confirmed minutes of these meetings would be received by the Board at its next meeting.

The Chairs reports were noted by the Board.

18 Confirmed Standing Committee Minutes.

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

- **Learning & Teaching Committee 12 November 2020 (Paper 14.1) (P)**
- **Business, Resources & Infrastructure Committee 17 November 2020 (Paper 14.2) (P)**
- **Audit & Risk Committee 24 November 2020 (Paper 14.3) (P)**
- **Performance, Review & Remuneration Committee 10 March 2020 (Paper 14.4) (R)**
- **Search & Nominations Committee 10 March 2020 (Paper 14.5) (R)**

19 AOB

The Chair reported that Brendan Ferguson would be retiring from his position as Board Secretary with effect from 5 April 2021. As such, this was the last meeting he would attend as Secretary to the Board. Brendan had been

appointed as Board Secretary to the merged Ayrshire College Board of Management in 2013 and had played a key part in the governance structure of the new regional Board. Brendan's support to the Chair, and to Board members throughout his tenure, had been significant and his wise counsel invaluable. His contributions as Board Secretary in developing the Ayrshire College Board of Management over the past eight years were not only recognised by Ayrshire College but across the college sector as a whole and would be very much missed moving forward. The Chair thanked Brendan for his myriad contributions to work and life of the Board during his tenure and wished him the very best for the future.

The Board endorsed all of the Chairs remarks and wished Brendan Ferguson all the best in his retirement.

Received for Information

- 20 SFC Review of Coherent Provision and Sustainability (Paper 15) (P)**
- 21 Prevent Position Statement (Paper 16) (P)**
- 22 Date of Next Meeting: Thursday 17 June 2021**

P - Papers will be published on the College Website; R - Papers will not be published for reasons of commercial confidentiality or for reasons associated with data protection legislation; C/P - Confirmed minutes will be published on the College Website

Reserved Items on Next Page