BOARD OF MANAGEMENT
ACTION TRACKER

COMMITTEE: Board of Management Meeting, 23 September 2021

(Paper 1a)

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
28.09.17	1	The Board and the College continue to ensure that all relevant stakeholders remain fully briefed on the impact that the PFI payment continues to have on the fiscal health of the College.	Ongoing	Board Chair and Principal	Ongoing	Following discussions with SFC, the Board approved the preparation and submission of a Financial Sustainability Plan (FSP) covering the two years 2019 to 2021 and forwarded to SFC in November 2018. As a part of this process, an offer of £700K of strategic funding had been received from SFC for each of the two years of the FSP. This represented approximately 50% of the annual PFI costs to the College and the FSP had been calculated on that basis prior to its submission. The period of additional strategic funding of £700K p/a expires on 31 July 2021 and the College will resume meeting the full cost of the PFI payment in 2021-22. Consequently, the Board approved a 2021-22 Financial Sustainability Plan in November 2020 to take account of the expiry of the additional strategic funding support provided by SFC over the previous two years. At the core of this plan was the requirement to make further savings, including through the implementation of a voluntary severance scheme. That scheme is currently in the early stages of implementation The Board also notes SFC's intention to introduce a revised college funding model with effect from academic year 2022-23.

1

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
12.12.19	2	An externally held Board Meeting, at locations conducive with Board Stakeholders, be incorporated annually into the Schedule of Meetings from 2020-21.	Annually	Chair/Board Secretary	<mark>Ongoing</mark>	Covid19 restrictions prevented the September 2020 meeting from being held at NATS. All Board and committee meetings to be held virtually until further notice. This action will be maintained in the Action Tracker to inform anticipated new postholders and office bearers in the future.

* **<mark style="background-color:red">Not Started</mark>**; **<mark>In Progress/Ongoing</mark>**; **Completed**

Ayrshire College (Paper 2)

Board of Management Meeting

23 September 2021

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

1. Background

Following a successful election, the Student President and Student Vice President took up their positions on the 1 July 2021 and have been involved in a range of induction and training activity both within the College and with external partners such as NUS, sparqs and the College Development Network. A good working partnership has been established between the officers and the Student Association advisor and the officers continue to build their networks with other College teams and key staff members.

2. Current Situation

The Student President has been involved in plans with regards to a return to campus for students. Alongside the hybrid learning approach, the Student Association in partnership with the College, will be promoting:

- Good hand hygiene
- Respiratory hygiene
- Wearing face-coverings where appropriate
- Engaging with Test and Protect including regularly self-testing twice weekly
- Self-isolating when symptomatic or returning a positive test
- Encouraging vaccine uptake
- Good ventilation
- One-way systems

The Student Association will be sending out consistent messages to students with regards to the above and will be encouraging students who are eligible, to engage with the vaccination programme on campus. The Student Association plan to return to campus three days per week on a campus rota to ensure that all campuses are covered across the week. This will be flexible and will be continuously reviewed in line with College guidelines.

3. Association Activity

Student Election Evaluation

Please see Appendix I

<u>Summer Planning</u>

The Student Association have been working on their work plan for the year ahead and to help strengthen communication to increase student engagement, are developing their Social Media platforms. The new SA Facebook page will be launched during Freshers, as well as the promotion of the new SA Newsletter, Virtual SA Wakelet, SA Twitter, Wear it on Your Sleeve Social Teams Group and the SA LGBTQI+ and Gaming Discord platforms.

<u>Virtual Fresher's Events Planning</u>

The Student Association are planning a virtual Freshers week from the 6 to the 10 September 2021. Freshers will mainly take place on our virtual platforms with social drop-ins each day at lunchtime, an online social event each night such as quizzes, DJ night, live music night and gaming night. We are also having a quiz each day to highlight the work of the Mental Health, Alcohol and Drugs and Campus Police Officer liaison officers. As well as this we will also be recruiting for clubs and societies and promoting all College support services, the new Report and Support Tool and free sanitary wear.

<u>Youth Participation Panel</u>

The Student Association has teamed up with STAR Centre to facilitate a Youth Participation Panel centred around women's issues and equality. We will be recruiting members to the panel who will meet regularly to get involved in Womens' campaigns both within the College and at a national level. The Participation Panel will be open to any Kilmarnock Campus student.

<u>Make it Your Own Project</u>

The Student Association will be supporting Impact Arts to deliver their Make it your Own project to Care Experienced students. This project helps young people sustain their tenancies by giving them a budget to undertake their own interior design activities. The project will be open to any Care Experienced students from Kilmarnock or Ayr Campuses. Kilwinning Campus students will have access to the project which is delivered in the Impact Arts base in Irvine.

<u>Periods R Pants</u>

The Student Association will also be running a weeklong campaign promoting sustainable sanitary wear during Freshers. We will be giving away sustainable starter packs from Hey Girls. The Student Association is involved in ongoing activity with regards to the free sanitary wear programme in partnership of Teri Evans and Doreen Wales.

<u>Wear it on Your Sleeve</u>

We will be launching this year's Wear it on Your Sleeve during Freshers week, where the Student Vice President will be recruiting male participants for a walking group who will work together each week to build up to undertaking an expedition at the end of the year. Wear it on Your Sleeve Group will be for males only with the aim of tackling male mental health. The Student Vice President has contacted the College's Health, Safety and Wellbeing Team, as well as the Active Travel Hub and Duke of Edinburgh Award Scheme, to access training, support and advice to deliver this project.

Strengthening the Student Association Team

The Student Association will be launching our range of volunteering opportunities and officer positions for students. Positions available are:

Learning and Teaching Ambassadors
Mental Health & Wellbeing Ambassadors
SA Newsletter Team
Youth Participation Forum Members
Disabled Students' Officers
Care Experienced Students' Officers
Student Carers' Officers
LGBTQI+ Officers

Clubs and Societies

The Student Association will be recruiting for its clubs and societies during Freshers, as well as consulting with students with regards to what clubs and societies they would like to see being facilitated. Existing clubs include:

Ayrshire College Gaming Society
Ayrshire College Student Carers Group
Ayrshire College Care Experienced Students Group
Ayrshire College LGBTQI+ Students Group

Lead & Change

The Student President took part in NUS Scotland's Lead and Change training which took place online from the 5 to the 9 July. The purpose of the Training is to allow incoming sabbatical officers the opportunity to network and develop the skills they will need for the year ahead, help officers identify what they need to achieve their manifesto goals and share knowledge skills and enthusiasm to help them thrive in their roles.

Summer Welcome Programme

The Student Association have contributed to the Summer Welcome Programme by hosting conversation cafés on topics such as Student Carer Support, Student Opportunities and LGBTQI+ Support. The Student President also contributed to the programme by writing a blog from their own experience on what students should expect in their first few weeks at College.

SA Newsletter

The Student Association will be launching a Sway SA Newsletter at the start of Freshers. The first publication will feature the Virtual Freshers Wakelet and links to our social events, as well as articles on Covid vaccination, our clubs and societies and volunteering opportunities. We will also be introducing students to the work of NUS and a link to a student consultation on what students want out of their SA. The newsletter will be a monthly publication and we will be recruiting a team of students to help write articles for future publications.

That's Quality! Colleges Event

The Student President attended the That's Quality! Colleges online event on the 9 and 10 August, hosted by sparqs. The focus was on the impact of COVID-19 on the college sector. This helped the Student President to understand the challenges they may face in their role in the coming year and provided information on the role of the Student Association moving forward.

Exploring Student Engagement

The Student Association attended the launch of the sparqs new toolkit entitled 'Exploring Student Engagement with Academic Staff' on the 6 July. Following a meeting with Ann Heron, Head of Quality Enhancement, and Doreen Wales, Head of Student Experience, with regards to an evaluation of the Student Ambassador feedback model, it was decided that there will be the introduction of Class Ambassadors who will be supported by the curriculum staff and Quality Team. Class Ambassadors will be recruited and supported at a class curriculum level and will gather class feedback. Learning & Teaching Ambassadors will work at a Curriculum Area level and will help the SA and Quality Enhancement team analyse the feedback and will be the student support contact within the SA for any issues that may arise throughout the year in their curriculum area.

Please see a copy of the Exploring Student Engagement with Academic Staff Guidance below:

https://www.sparqs.ac.uk/upfiles/Exploring%20SE%20with%20academic%20staff%20-%20user%20guidance.pdf

Future Activity

Focussed Work

Upon identifying areas where there is a higher concentration of our target student groups, and feedback with regards to which student areas do not feel part of the student community, it was decided that the Student Vice President will take responsibility for supporting Hive students across the college in the year ahead. This will allow the Student Association to target promotion of opportunities to these students and is a great development opportunity for the Student Vice President. The Student Vice President has been liaising with Joyce Stirton, Employability & Engagement Team Leader, to identify where the Student Association could have the biggest impact with regards to these students.

Think Positive

The Student Association will be attending the NUS Think Positive Student mental Health Agreement Event on the 31 August. This one-day event is aimed at tackling stigma and discrimination attached to mental health amongst students and will support officers to help develop their two year Mental Health Agreement. The Student Association are currently working on reviewing the Student mental Health Agreement with the aim of having this complete and published by the end of September 2021.

<u>The Gathering</u>

The Student Association Officers, Including our returning LGBTQI+ Officer, Conor McPike, will be attending the NUS idea sharing event, The Gathering, on the 25 & 26 August. This will allow us to share good practice and develop peer support networks. There is also a staff platform at the event and the Student Association Advisor will be attending this.

<u>CDN Student Board Membership Induction</u>

The Student President and Student Vice President will be attending the Student Board Membership Induction Training on the 1 and 2 September, which is delivered by the College Development Network. This training equips student Board members with the knowledge and tools they need to undertake their Board duties.

<u>Student Care Packs</u>

The Student Association are looking at keeping a supply of care packs for students who find themselves in difficulty and need some essentials to get them through a few days until they can access financial support. Suggestions for packs are unperishable food, food vouchers, personal hygiene products, treats and information. Packs could be used where students are unable to access foodbanks and there would be no criteria required for receiving one. Bags would be available for the Student Experience team to give out where they think students need them. Our aim would be to reduce the stigma of receiving a care pack and the project will be delivered by the Student Mental Health & Wellbeing Ambassadors and supported by the Student Vice President.

4. Proposals

Please see **Appendix I** with regards to the evaluation of the Student Elections 2021 for your consideration and feedback. Any feedback will support a review of the Student Election process.

5. Risks

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

6. Equality Impact Assessment

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

7. Conclusion

ACSA will continue to work alongside staff in order to best support and encourage students and make the 2021/22 session, despite the unprecedented challenges it brings, both enjoyable and successful for students.

Ellie Jamieson
Student President

Publication
This paper will be published on the College website

Appendix I

Ayrshire College Student President Elections 2021 Evaluative Report

Contents

1. Background

2. Summary of Election and Results

3. Election Timeline

4. Election Support

5. Candidates

6. Election Promotion

7. Voter Turnout

8. Comparative Data

9. Conclusion

1. Background

The Ayrshire College Student President Elections 2021, for the second year, were conducted against the backdrop of the COVID-19 situation. The Student President Elections must take place before the end of May annually and return a Student President and Student Vice President. To allow for optimum student engagement, that is not impacted by the Spring Break and end of semester assessments, the Student President Elections normally take place in March each year. In 2020 the Student President Elections which were scheduled for the end of March were postponed until April. Due to the ongoing situation with COVID-19 impacting the Student Association's (SA) ability to engage with students on campus, the elections were scheduled for later than normal. To give the SA more time to promote the elections, the nominations opening, campaigning period and the polls opening, the elections were timetabled to take place from the 10 to the 14 May.

2. Summary of Election and Results

Elections for the position of Student President were held from the 10 to the 14 May 2021.

There is one election held in which candidates run for the position of Student President. The candidate with the highest number of votes is elected to the position of Student President. The candidate with the second highest number of votes is elected to the position of Student Vice President. Voters also have the choice of Return of Nominations (RON). There were three candidates standing in the 2021 Student President Elections.

The results of these elections were:

Student President: Ellie Jamieson with 41% of the vote

Student Vice President: Steven Oliver with 31% of the vote

2. Election Timeline

Following a period of promoting the positions of Student President, the election nominations opened on 1 April 2021 for a period of four weeks. The SA received a total of five nominations. Four of these were from students and one was from the Student Vice President who was returning for a second year in office. Following a support meeting with each of the nominees, two of the nominees withdrew their nominations leaving three candidates being announced on April 30. The online campaigning period commenced on 3 May for two weeks with the polls opening from the 10 to the 14 May 2021.

4. Election Support

For the purposes of the 2021 Student President Elections, the Returning Officer was Ann Heron, Head of Quality Enhancement. The Deputy Returning Officer was Charlotte Mitchell, Student Association Advisor. Will Stringer, Development Manager at NUS Scotland, provided the services of an external election's consultant, providing support and advice. The SA was allocated the services of a Learning Technologist to assist with the setting up of the voting system and promotion of the elections through My Learning and the Ayrshire College app. The Marketing teams graphic designer provided templates for the candidates' promotional materials such as their manifestos.

5. Candidates

Name	Course	Campus
Victoria Anderson	Level 6 Nail Services	Kilmarnock
Zara Crumlish	Routes to Employment	Ayr
Abbie Hastings	Level 6 Social Science	Kilwinning
Ellie Jamieson	NC Health & Soc Care	Ayr
Steven Oliver	Student Vice President	All Campuses

The SA received 5 nominations. Two of the nominees (shaded in grey) withdrew their nominations before the candidates were announced. Three candidates and Return of Nominations (RON) were featured on the voting form. One of the candidates was the returning Student Vice President and two of the candidates were current Student Ambassadors.

6. Election Promotion

The promotion of the Student President Elections 2021 was conducted predominantly via all student email, My Learning and via a Student President Elections tile on the Ayrshire College app. Information regarding the candidates, such as their manifestos and 'Meet the Candidate' information was communicated through the Student Association Social Media accounts and via All Student Email. During the polling period students received information on each candidate daily with a link to the voting from. The candidates created their own social media campaigns and canvassed their classmates where possible, however access to eligible voters was extremely limited due to home learning.

7. Voter Turnout

'Voter turnout' refers to the total number of eligible students who voted in the elections.

A total of 168 eligible students voted in the 2021 Student President elections.

Voting

8. Comparative Data

Year	No. of candidates (incl. RON)	No. of eligible students voting
2021	4	168
2020	6	170
2019	4	240
2018	8	641

There should be a relationship between the number of candidates standing in the elections and the voter turnout. This is due to the candidates' campaigning activity promoting the elections taking place and encouraging students to vote. Whilst an element of student turnout can be attributed to the general promotion of the elections by the SA, we should consider that there should be a positive correlation between the

amount of candidates standing and the number of voters at the polls. Students who vote may not necessarily vote for the candidate who has prompted them to vote.

It should be noted that in 2018, the outgoing Student President, who had been extremely active and popular amongst the student body, used their final period in office to embark on a rigorous programme of activity to encourage students to vote in the elections, thus enhancing election promotion.

The SA has formed an informal peer support group with Kelvin College and West Lothian College and feedback with regards to student elections at both colleges suggests that there are similar issues with difficulty in engaging students in the election process. West Lothian College has moved to holding student elections every two years, with elected officers remaining in place for a two-year tenure. Kelvin College's most recent candidates (existing officers) were uncontested and therefore their elections were cancelled with the candidates automatically securing their roles for the academic year.

9. Conclusion

It is important for the democratic process, and the integrity of the elections, that there is a push to get more students engaged in the election process, and to break down as many barriers as possible to students voting. There appears to be no issues with encouraging students to come forward and nominate themselves. The problem lies with extremely low voter turnout. Whilst low voter turnout has always been an issue, in 2021 this has been exacerbated by candidates not having direct access to voters on campus, and the general mood of students in a lockdown situation, learning from home, who would be prioritising their coursework. The timing of the student elections in 2021 could have also contributed to the low turnout as it conflicted with the end of the academic year when students are managing deadlines for coursework and assessments. The Student Association would benefit from a Student Election working group established annually, comprising of key staff from across various College teams such as Marketing, Quality Enhancement and Digital Integration as well as key curriculum staff and student representation. The purpose of the group would be to enhance student participation in the elections.

Ayrshire College   *(Paper 3a)*

Board of Management

23 September 2021

Subject:	Board of Management and Committee Membership
Purpose:	To advise the Board of changes to the Board of Management membership and the outcome of the review of the Committee Membership.
Recommendations:	The Board is asked to approve the 2021/22 Committee Membership.

---

1. **Background**

   On an annual basis the Board takes the opportunity to review the membership of its Standing Committees taking account of any changes to Board membership.

   The review of membership considers the following:

   - Outcome of the Board Member recruitment process (if relevant).

   - Changes to overall Board Membership including appointment of new Board members (including elected members), resignation of current Board Members, Board Member annual evaluations, outcomes from the annual Board and Committee self-evaluation of effectiveness, and current skill mix and diversity.

   - Provision for Board Members to be afforded the opportunity to have appropriate Committee experience throughout their period of appointment.

   - The current proposed membership does not preclude any changes that may occur during the remainder of the academic year that may result in further changes to membership. In such instances, the Board will be advised accordingly.

2. **Current Situation**

   2.1 Board and Committee Membership (Appendix 1)

   Appendix 1 outlines the Membership of the Board, the overall membership of the Committees as well as membership of each individual Committee. All membership changes/updates are highlighted in red on the first slide. The Board is asked to note the following:

2.2.1 Board member resignations during 2020/21

The following Board Members resigned during 2020/21.

Board Members	Appointment	Resignation effective
Hazel Murphy	Non-Executive Board Member/Chair of Audit and Risk Committee	31 July 2021
Dr Srinivasan	Non-Executive Board Member	June 2021

2.2.2 New Board Members/Student Board Members

The Board has welcomed two new Board Members who took up post for a 4-year tenure effective 1 August 2021. Additionally, the Board has welcomed a new Student President who took up post on 1 August 2021 for a one-year tenure as well as the re-election of the current Student Vice President.

Board Members	Appointment	Tenure
Norman Bone	Non-Executive Board Member	1 August 2021 – 31 July 2025
Sharon Morrow	Non-Executive Board Member	1 August 2021 – 31 July 2025
Ellie Jamieson	Student President	1 August 2021-31 July 2022
Steven Oliver	Student Vice President (re-elected)	1 August 2021-31 July 2022

2.2.3 Co-opted Committee Members

As approved by the Board in June 2021, the Committee membership has been further strengthened with the appointment of two co-opted Committee members as noted below.   All co-opted appointments have been made on an annual basis and are subject to review.

Co-opted Member	Committee	Tenure
Gillian Murray	Business, Resources, and Infrastructure Committee	1 September 2021 – 31 August 2022
Gordon Neil	Learning, Teaching and Quality Committee	1 September 2021 – 31 August 2022

2.2.4 New Committee membership appointments

The Board is asked to note the following additional significant changes to Committee membership.

Member	Committee
Steven Wallace	Appointed as Chair of Audit and Risk Committee
Mike Stewart	Appointed as Chair of Business, Resources & Infrastructure Committee
Matthew Wilson	Appointed as Vice-Chair of the Business, Resources & Infrastructure Committee
Norman Bone	Appointed as Member of the Business, Resources & Infrastructure Committee
Sharon Morrow	Appointed as Member of the Learning, Teaching and Quality Committee

3. Proposals

The proposed Committee membership structure is approved.

4. Consultation

The proposals are put forward by the Chair of the Board.

Following approval by the Board, the Standing Orders of the Board will be updated accordingly.

5. Resource Implications

No specific resource implications have been identified.

6. Risks

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

7. Equality and Diversity Impact Assessment

The Board has an equal gender balance, in line with Scottish Government guidance, and this is reflected in the proposed Committee Memberships.
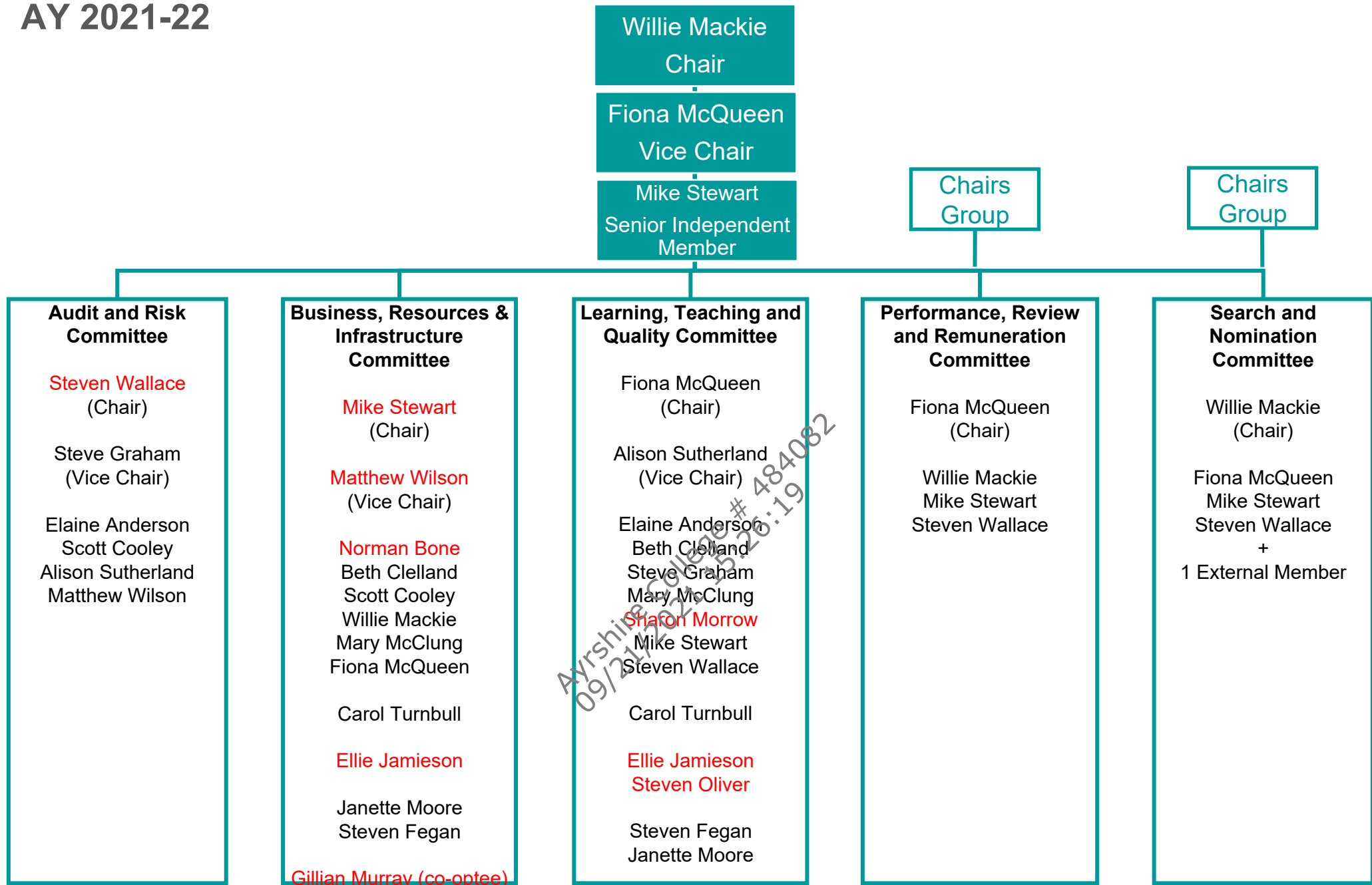
8. Conclusion

The Board is asked to note the changes to the Board Membership and the process undertaken to review the membership of the Committees.

Pauline Donald
Board Governance Advisor
September 2021

Board of Management Committee Structure
AY 2021-22

Willie Mackie
Chair

Fiona McQueen
Vice Chair

Mike Stewart
Senior Independent Member

Chairs Group

Chairs Group

Audit and Risk Committee

Steven Wallace
(Chair)

Steve Graham
(Vice Chair)

Elaine Anderson
Scott Cooley
Alison Sutherland
Matthew Wilson

Business, Resources & Infrastructure Committee

Mike Stewart
(Chair)

Matthew Wilson
(Vice Chair)

Norman Bone
Beth Clelland
Scott Cooley
Willie Mackie
Mary McClung
Fiona McQueen

Carol Turnbull

Ellie Jamieson

Janette Moore
Steven Fegan

Gillian Murray (co-optee)

Learning, Teaching and Quality Committee

Fiona McQueen
(Chair)

Alison Sutherland
(Vice Chair)

Elaine Anderson
Beth Clelland
Steve Graham
Mary McClung
Sharon Morrow
Mike Stewart
Steven Wallace

Carol Turnbull

Ellie Jamieson
Steven Oliver

Steven Fegan
Janette Moore

Performance, Review and Remuneration Committee

Fiona McQueen
(Chair)

Willie Mackie
Mike Stewart
Steven Wallace

Search and Nomination Committee

Willie Mackie
(Chair)

Fiona McQueen
Mike Stewart
Steven Wallace
+
1 External Member

Board of Management Structure
AY 2021-22

Willie Mackie
Chair

Fiona McQueen
Vice Chair

Mike Stewart
Senior Independent
Member

Elaine Anderson
Non-Executive
Board Member

Norman Bone
Non-Executive
Board Member

Beth Clelland
Non-Executive
Board Member

Scott Cooley
Non-Executive
Board Member

Steve Graham
Non-Executive
Board Member

Mary McClung
Non-Executive
Board Member

Sharon Morrow
Non-Executive
Board Member

Alison Sutherland
Non-Executive
Board Member

Steven Wallace
Non-Executive
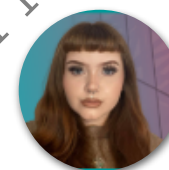Board Member

Matthew Wilson
Non-Executive
Board Member

Carol Turnbull
Principal ex-Officio

Steven Fegan
Elected Member -
Service Staff

Janette Moore
Elected Member -
Curriculum Staff
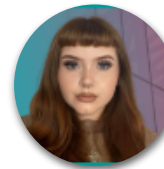
Ellie Jamieson
Elected Member -
Student President

Steven Oliver
Elected Member -
Student Vice
President

Ayrshire
College

Business, Resources and Infrastructure Committee Structure
AY 2021-22

Mike Stewart
Chair

Matthew Wilson
Vice Chair

Norman Bone
Non-Executive
Board Member

Beth Clelland
Non-Executive
Board Member

Scott Cooley
Non-Executive
Board Member

Willie Mackie
Non-Executive
Board Member

Mary McClung
Non-Executive
Board Member

Fiona McQueen
Non-Executive
Board Member

TBC

Gillian Murray
Co-opted Committee
Member

Carol Turnbull
Principal ex-Officio

Steven Fegan
Elected Member -
Service Staff

Janette Moore
Elected Member -
Curriculum Staff

Ellie Jamieson
Elected Member -
Student President

Ayrshire College

Performance Review and Remuneration Committee Structure
AY 2021-22

Fiona McQueen
Chair

Willie Mackie
Chair, Board of Management

Mike Stewart
Senior Independent Member

Steven Wallace
Non-Executive Board Member

Ayrshire College

Search and Nominations Committee Structure
AY 2021-22

Willie Mackie
Chair

Fiona McQueen
Vice Chair

Mike Stewart
Senior Independent Member

Steven Wallace
Non-Executive Board Member

Ayrshire College

Ayrshire College   *(Paper 3b)*

Board of Management

23 September 2021

Subject:	Annual Review: Ayrshire College Responsibilities and Standing Orders: Section 3 Board and Committee Terms of Reference and 2021/22 Work Plans.
Purpose:	To ensure that the Board has met the required commitment to annually review the Board and Standing Committee Terms of Reference and corresponding work plans.
Recommendations:	The Board is asked to approve the 2021/22 Board and Standing Committee Terms of Reference and corresponding Work Plans.
	The Board is asked to approve the change of Committee name from Learning and Teaching to the Learning, Teaching and Quality Committee.

_____

1.   Background

On an annual basis the Board and the Standing Committees of the Board are required to review their Terms of Reference. Corresponding work plans are also reviewed to ensure alignment and provide assurance to support delivery to the Terms of Reference.

- The Terms of Reference from an integral part of the Board Standing Orders and outlines the remit, duties, and composition of the Committee.

- The Board and Standing Committee work plans are designed to ensure fulfilment of the requirements as set out in the corresponding Terms of Reference. This will not preclude reporting on any other significant issues within the remit, as they occur.

- The Board and Standing Committee work plans are aligned to provide assurance that there is a relevant information flow and reporting from the Standing Committees to the Board.

- Standing Committees of the Board undertake a review of their Terms of Reference and work plan of reporting to a respective Board meeting.

2.   Current Situation

2.1 Board Terms of Reference and work plan 2021/22 (Appendix 1)

The Board is asked to review and approve the Board of Management Terms of Reference and corresponding work plan as attached as Appendix 1.   Minimal changes are proposed and highlighted in red.   As stated above, the work plan has been aligned to provide assurance that there is relevant information flow and reporting to the Board from the Standing Committees.

2.2 Committee Terms of Reference and work plans 2021/22 (Appendices 2, 3, and 4)

- The following Standing Committees of the Board have undertaken a review of their Terms of Reference and corresponding work plans as part of the first quarter cycle of meetings.

  - o Learning and Teaching Committee
  - o Business, Resources, and Infrastructure Committee
  - o Audit and Risk Committee

- The Board is asked to note that there are no proposed changes to the Terms of Reference or work plans related to the Search and Nomination Committee or the Performance, Review and Remuneration Committee. These are therefore not included as Appendices to this paper.

- The Board is asked to note the following changes which were considered by the Committees:

Committee	Key change to note:
Learning and Teaching Committee:	The Committee endorsed the recommendation to change the name of the Committee to the Learning, Teaching and Quality Committee to reflect the significant role of the Committee in providing assurance of the overall quality of learning and teaching.
Business, Resources, and Infrastructure Committee	The work plan has been updated to include reporting on ICT, Business Growth and Equality and Diversity.
Audit and Risk Committee	The work plan has been updated to include the Internal Audit Annual Report and change of timeline for Business Continuity Plan reporting.

- Following review, all the Standing Committees have endorsed their Terms of Reference and work plans for approval by the Board.

3. Proposals

The proposals as presented are put forward for consideration by the Board.

4. Consultation

The Executive Leadership Team has been engaged in reviewing the Standing Committee Terms of Reference and work plans.

Following approval by the Board, the Standing Orders of the Board will be updated accordingly.

5. Resource Implications

No specific resource implications have been identified.

6. Risks

There is a risk that the Board and the Standing Committees could fail to demonstrate that they were fulfilling the requirements of the Terms of Reference because they had not prepared, approved, and implemented a work plan, resulting in a failure to evidence compliance with governing legislation and regulation.

7. Equality and Diversity Impact Assessment

None required.

8. Conclusion

The Board is asked to note the recommendations as detailed and advise accordingly.

Pauline Donald
Board Governance Advisor
September 2021

Ayrshire College

Board of Management Terms of Reference
~~2020-21~~2021-22

Introduction

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

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

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

Remit

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

Board of Management Membership

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

As currently constituted under Statutory Provision, the Board of Management shall consist of not less than 15 or more than 18 persons.

The Board shall comprise:

- The Principal of the College.

- A person being elected by the teaching (curriculum) staff from among their own number.

- A person being elected by the service/support (non-curriculum) staff from among their own number.

- 2 persons being appointed by being nominated by the Students' Association of the College from among students of the College (this includes students on a sabbatical year).

- Up to 12 other people, not being members of staff or full-time students, who have experience in different industry sectors, commercial or employment matters, or the

practice of a profession, or who represent the Third Sector, Public Sector Bodies or Trades Union, or who otherwise have an interest in the College and in further and higher education and who represent the demography and diversity of the region (these appointments will be the "Non-Executive Members").

Quorum

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

Attendance

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

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

The Board has the option of meeting without any members of staff present. Where the Board Secretary has been also been excluded, the Chair of the Board shall arrange for a full minute of the meeting to be recorded, which shall include a full explanation of why the Board Secretary was excluded from the meeting.

Meetings

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

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

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

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

Duties

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

The Board of Management must ensure compliance with Statutory Provision and their ordinances, schedules, and provisions; together with all advice, guidance and direction provided, from time to time, by the Scottish Government, SFC or other properly

constituted agency which regulate the College and its framework of governance and, subject to these, take all final decisions on matters of fundamental concern to the College.

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

- To approve Strategies presented by the relevant Committees.

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

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

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

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

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

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

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

- To receive, consider and approve recommendations from the Search and Nomination Committee on the membership of new and reappointed Board Members, prior to submission to the Scottish Ministers for approval;[1]

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

- To ensure that the arrangements made to implement the College Health and Safety Management System are effective.

Authority

The Board of Management is authorised to investigate any matters in any reasonable manner as it sees fit. The Board of Management is authorised to receive and record information received as a part of any investigatory process from persons who are not members of the Board and who are not employees of the College provided they wish

---

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

to co-operate in the provision of information and whilst taking account of policy and legal rights and responsibilities.

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

Reporting Arrangements

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

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

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

Board of Management Work Plan 2021-22

September	December	March	June
Reports to this meeting			
Board of Management and Committee Terms of Reference & 2021-22 Work Plan	2020-21 Financial Statements to July 2021: i. Board of Management Report and Financial Statements ii. Annual Report to the Board of Management and Auditor General iii. Letter of Representation	Draft Board & Committee Meeting Dates 2022 - 2023	Board Rolling Development Plan 2021-22: outcome report
Board and Committee Membership 2021-22	Internal Audit Annual Report	Draft National Outcome and Impact Framework 2022-23	Final National Outcome and Impact Framework 2022-23
Board Chair Evaluation	2021-22 Audit Committee Chair's Annual Report	2022-23 SFC Indicative Funding: Revenue & Capital	2022-23 Budgets for Academic Year ending 31 July 2022
SFC 5 Year Financial Forecast Return (FFR)[2]	2020-21 Evaluative Report & 2019-22 Enhancement Plan	2021-22 First Draft SFC Funded Capital & Revenue Expenditure Programme	2022-23 SFC Funded Capital & Revenue Expenditure Programme
	2020-21 Health, Safety and Wellbeing Annual Report		Annual Report on mainstreaming Equality and Diversity
Reports to each meeting			
Chair's report	Chair's report	Chair's report	Chair's report
Covid-19 Report	Covid-19 Report	Covid-19 Report	Covid-19 Report
Student Association Report	Student Association Report	Student Association Report	Student Association Report
Progress of National Bargaining	Progress of National Bargaining	Progress of National Bargaining	Progress of National Bargaining
Committee Chairs Reports	Committee Chairs Reports	Committee Chairs Reports	Committee Chairs Reports
Receipt of Confirmed Committee Minutes	Receipt of Confirmed Committee Minutes	Receipt of Confirmed Committee Minutes	Receipt of Confirmed Committee Minutes
2021-22 Corporate Risk Register (V1)	2021-22Corporate Risk Register (V2)	2021-22 Corporate Risk Register (V3)	2021-22 Corporate Risk Register (V4)

---

[2] Covid-19 Restrictions contingent

Ayrshire College

Learning, Teaching and Quality Committee
Terms of Reference 2021-22

Introduction

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

The Committee will be known as the Learning, Teaching and Quality Committee of the College Board and will be a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'the Board' means the Ayrshire College Board of Management.

Remit

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

Committee Membership

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

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

Quorum

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

Attendance

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

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

1

Meetings

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

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

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

Duties

- To review and agree strategies within the Committee's overall remit and recommend for approval by the Board of Management.

- To seek assurance that the Curriculum Delivery Plan is in alignment with government priorities, the strategic direction of the College and meets the requirements of the Ayrshire College National Outcome and Impact Framework.

- To review and scrutinise key performance indicators (KPIs) as a requirement of the National Outcome and Impact Framework in relation to, for example, student success including, but not limited to, student retention, student outcome data, Scottish Index of Multiple Deprivation (SIMD) and post course destinations. Consider action to be taken to improve performance where the KPIs fall below national benchmarks.

- To review and monitor the progress and outcomes of the College's Evaluative Report and Enhancement Plan.

- To review and monitor plans and processes to support learning, teaching and assessment and the student experience.

- To review and monitor all College services which are provided to support the student journey, including the quality of learning and teaching and student satisfaction.

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

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

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

- To receive and consider an annual report on services to support the student experience which will incorporate safeguarding.

- To receive and consider a Student Satisfaction Annual Report.

2

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

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

- To receive and consider reports on apprenticeship and work-based learning programmes.

- To celebrate success with staff and students.

Authority

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

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

Reporting Arrangements

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

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

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

3

Learning and Teaching Committee Work Plan 2021-22

September 2021	November 2021	March 2022	June 2022
Reports to this meeting			
Membership, Terms of Reference & 2021-22 Work Plan	Draft 2022-23 Curriculum Delivery Plan	2020-21 College Sector KPIs	
Published National Outcome and Impact Framework 2021-22*	2020-21 Interim Ayrshire College Performance Indicator Report Draft National Outcome and Impact Framework 2022-23	Draft National Outcome and Impact Framework 2022-23	Final National Outcome and Impact Framework 2022-23
	College Leaver Destination Survey 2019-2020	2021-22 Semester 1 Student Satisfaction Survey outcome	2021-22 SFC Student Satisfaction and Engagement Survey
2021-22 Enrolment Position Update Report (Verbal)			
2020-21 External Verification Report	**Annual Report 2020-21 (Services to support the Student Experience)		
Reports to each meeting			
Student Association Report 2021-22	Student Association Report 2021-22	Student Association Report 2021-22	Student Association Report 2021-22
2020-21 Final Credit Position Report at August 2021	2021-22 Credit Activity Target & Early Withdrawals Position	2021-22 Credit Activity Target & Early Withdrawals Position	2021-22 Credit Activity Target Progress Report
Evaluative Report and Enhancement Plan 2021-22 Progress Report*	Evaluative Report and Enhancement Plan 2021-22 Progress Report	Evaluative Report and Enhancement Plan 2021-22 Progress Report	Evaluative Report and Enhancement Plan 2021-22 Progress Report
2020-21 Student Support Funds: Final Position at July 2020	2021-22 Student Support Funds position	2021-22 Student Support Funds position	2021-22 Student Support Funds position
2020-21 Apprenticeships and Work Based Learning Report	2021-22 Apprenticeships and Work Based Learning Report	2021-22 Apprenticeships and Work Based Learning Report	2021-21 Apprenticeships and Work Based Learning Report
2021-22 Corporate Risk Register (V1): LTC Extract	2021-22 Corporate Risk Register (V2): LTC Extract	2021-22 Corporate Risk Register (V3): LTC Extract	2021-22 Corporate Risk Register (V4): LTC Extract

Reports may be unavailable/re-scheduled due to COVID-19
**For 2020/21 this report will be re-scheduled from Sept to November
Internal Audit reporting will be included when issued

4

Ayrshire College

Business, Resources, and Infrastructure Committee
Terms of Reference 2021-22

Introduction

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

The Committee will be known as the Business Resources and Infrastructure Committee of the College Board and will be a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'The Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for:

- overseeing all matters related to the College Estate including land, buildings, moveable assets, and equipment and/or regulations and also ensure that any guidance published by the Scottish Funding Council is observed.

- overseeing all matters related to the College's continuing organisational development including oversight of the development, planning, and delivery of the overarching People Strategy, promoting a positive and inclusive culture, and reviewing and monitoring the quality and performance of associated programs of work.

- overseeing all matters related to strategic and operational financial planning of the College, how this reflects upon the strategic resource management of the College and provide assurance to the Board on the ongoing financial management and performance of the College.

Committee Membership

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

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

Quorum

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

Attendance

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

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

Meetings

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

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

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

Duties

- Provide guidance and direction to College Management as appropriate.

- Consider and propose strategies within the Committee's overall remit and recommend for approval by the Board of Management.

Human Resources

- Ensure that a positive and inclusive culture is embedded across the College.

- Ensure that there is strong and effective leadership which supports and encourages personal and professional development and the empowerment of teams.

- Review and monitor progress against delivery of key strategic objectives and scrutinize related key performance indicator (KPI) reports to ensure that the College delivers to the People Strategy.

- Ensure that the College meets all aspects of the Public Sector Equality Duty and Equality Act 2010, through publishing equality outcomes and reporting on mainstreaming activity to embed equality across all College activities.

- Ensure that the College maintains the highest standards in health and safety and meets all legislative requirements.

- Ensure that the College actively supports all staff in maintaining positive wellbeing through delivering evidence-based initiatives and programmes consistent with the People Strategy.

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

Estates and infrastructure

- Regularly review all property assets.

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

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

- Consider the College's property portfolio making recommendations to the Board for the disposal of and acquisition of land and buildings, including their financial liability.

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

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

Finance

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

- Monitor the receipt of funds in the form of financial allocations, together with supplementary income, ensuring all funds are applied for the purposes specified in the allocation.

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

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

- Recommend for Board approval, the College's borrowing requirement and all borrowing/loan agreements, granting security and/or giving guarantees as appropriate within the regulations as set out in the Financial Memorandum with the Scottish Funding Council.

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

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

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

Risk Management

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

Authority

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

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

Reporting Arrangements

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

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

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

Business, Resources, and Infrastructure Committee Work Plan 2021-22

September	November	March	June
Reports to this meeting			
Terms of Reference & 2021-22 Work Plan	Statutory Accounts to July 2021 (Before Audit Finalisation)	2022-23 SFC Indicative Funding: Revenue & Capital	2022-23 Budgets for Academic Year ending 31 July 2023
SFC 5 Year Financial Forecast Return (FFR)		2022-23 First Draft SFC Funded Capital & Revenue Expenditure Programme	2022-23 SFC Funded Capital & Revenue Expenditure Programme
2020-21 Student Support Funds Final Position at July 2021		2021-22 Student Support Funds Position Update	FY 2021-22 SFC Resource Returns
			2022-23 Student Resource Funds Allocation
		2021-22 SFC Funded Capital Expenditure Position	2021-22 SFC Funded Capital Final Expenditure Position
	ICT 6-Monthly Report		**ICT Annual Report**
Annual Business Growth Report		**Business Growth Report**	
		Annual Report on mainstreaming Equality and Diversity	

Reports to each meeting			
2021-22 Management Accounts	2021-22 Management Accounts	2021-22 Management Accounts	2021-22 Management Accounts
HR and Organisational Development Reports	HR and Organisational Development Reports	HR and Organisational Development Reports	HR and Organisational Development Reports
2021-22 Corporate Risk Register (V1): BRIC Extract	2021-22 Corporate Risk Register (V2): BRIC Extract	2021-22 Corporate Risk Register (V3): BRIC Extract	2021-22 Corporate Risk Register (V4): BRIC Extract

Ayrshire College

Audit and Risk Committee Terms of Reference
2021-22

Introduction

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

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

Remit

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

Committee Membership

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

The Committee Chair will be appointed by the Board.

Committee membership will be reviewed annually by the Board.

Quorum

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

Attendance

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

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

The Vice Principal responsible for Finance, the Assistant Principal of Finance, Student Funding and Estates and, where appropriate, other staff will be invited to attend meetings of the Committee to provide information and reports as appropriate.

Meetings

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

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

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

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

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

Duties

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

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

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

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

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

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

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

- Considering the College's annual financial statements and external auditor's report prior to submission to the Board of Management by the Business, Resources, and Infrastructure Committee. Recommending to the Board the adoption of the audited Annual Accounts.

- Agreeing an internal and external audit plan.

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

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

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

- Agreeing the fees of Internal and External Auditors.

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

- The consideration and approval of the Ayrshire College Business Continuity Plan on an annual basis.

Authority

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

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

Reporting Arrangements

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

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

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

Audit and Risk Committee Work Plan 2021-22

September	November	March	June
Terms of Reference & 2021-22-21 Work Plan	2020-21 Financial Statements to July 2021	2021-22 Internal Audit Reports	2021-22Internal Audit Reports
2020-21 Internal Audit Reports	2021-22 Letter to SAA Covering Internal Audit of Discretionary Funds Return	Internal Audit Rolling Action Plan at February 2022	External Audit Strategy Review and Plan for 12 Months Ending July 2022
Corporate Risk Register 2021-22 (V1)	202--201Credit Data Return Internal Audit Report	Corporate Risk Register 2021-22(V3)	Internal Audit Rolling Action Plan at May 2022
Internal Audit Rolling Action Plan at September 2021	2021-22 Audit Committee Chair's Draft Annual Report	An Audit Development Session to be prepared and presented by one of the internal or external auditors	Corporate Risk Register 2021-22 (V4)
2021-22 September Internal Audit Progress Report	2021-22 November Internal Audit Progress Report	Business Continuity Plan	Audit Scotland Annual Report on the Performance of Scotland's Colleges
External Audit 2021-22 Progress Report	Internal Audit Rolling Action Plan at November 2021		
	Corporate Risk Register 2021-22 (V2)		
	Internal Audit Annual Report		
	Meeting between Committee and Auditors without non-Members present		

Date: 23 September 2021

Subject: Key points report: Learning Teaching and Quality Committee
                     Meeting,
                     2 September 2021

Report from: Fiona McQueen, Chair, Learning and Teaching Committee

Purpose of the report:
- To provide the Board with a summary of key issues arising from the Learning, Teaching and Quality Committee meeting.
- The report is presented in advance of the Board receiving the approved draft minutes of the meeting which will be submitted to the next meeting of the Board.

Recommendation:
The Board is asked to receive and note the key points outlined, and review any areas escalated by the Committee to the Board.

---

1. **Membership, Terms of Reference and Work Plan 2021-22**
   The Committee welcomed new members as follows:
   - Sharon Morrow: Non-Executive Board Member
   - Gordon Neil, Co-opted Committee Member
   - Ellie Jamieson, Student President

   The Committee undertook the annual requirement to review the Terms of Reference and define the corresponding work plan; both of which were endorsed by the Committee for approval by the Board of Management.

   The Committee also endorsed the proposed change to the name of the Committee to that of the Learning, Teach and Quality Committee reflecting the significant role of the Committee in providing assurance on the overall quality of learning and teaching.

2. **Mental Health and Wellbeing: Presentation from John McTaggart, Curriculum Manager, Sport and Fitness**
   The Committee extended their appreciation to John McTaggart and his team and all those involved for the commitment and successes achieved as a result of this programme which has significantly benefited the students at Ayrshire College.

3. **2020-21 Credit Position report**
   The Committee commended the final position which had resulted in the SFC target being exceeded by 324 credits. The Committee acknowledged the exceptional leadership across all levels of the College that had contributed to this positive position.

1

4. **Apprenticeships and Work Based Learning Report**

   The Committee acknowledged the extent of the work undertaken to achieve the final year end position noting a commendable performance in a very challenging year.

   Fiona McQueen, Chair,
   Learning, Teaching and Quality Committee

Board of Management

(Paper 8)

Date: 23 September 2021

Subject: Key points report: Business, Resources and Infrastructure
                   Committee (BRIC) Meeting, 7 September 2021

Report from: Mike Stewart, Chair, BRIC

Purpose of the report:
- To provide the Board with a summary of key issues arising from the BRIC meeting
- The report is presented in advance of the Board receiving the approved draft minutes of the meeting which will be submitted to the next meeting of the Board.

Recommendation:
The Board is asked to receive and note the key points outlined, and review any areas escalated by the Committee to the Board.

1. **Membership, Terms of Reference and Work Plan 2021-22**
   The Committee welcomed new members as follows:
   - Norman Bone, Non-Executive Board Member
   - Gillian Murray, Co-opted Committee Member
   - Ellie Jamieson, Student President

   The Committee undertook the annual requirement to review the Terms of Reference and define the corresponding work plan; both of which were endorsed by the Committee for approval by the Board of Management.

2. **2020-21 Management Accounts (position as at 31 July 2021)**
   The Committee noted the College's favourable financial variance of £3,157,013 against the approved budget and received a summary assurance report on the associated reasons for this positive position.

   Following adjustments to the management accounts for year-end accounting requirements, the Committee will further consider Version 2. These will then form the basis of the College's financial statements for AY2020-21.

3. **Business Growth 2021 Annual Report**
   The Committee noted the overall positive results achieved in the current climate (as below) and acknowledged the level of commitment and innovative approach taken to deliver the outcomes achieved to date.
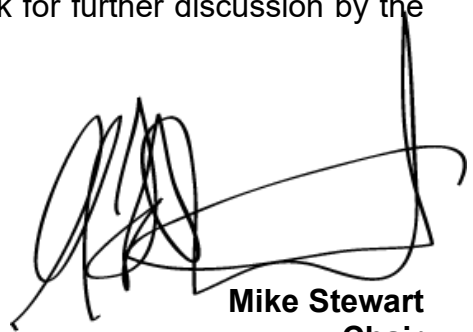   - Contractually committed £1,079,041 (82%) of the total FWDF
   - Delivered 361 courses to 2,453 learners (Sept 2020 to end July 2021)

4. **Human Resources & Staff Learning and Development Report**
   - The Committee noted the approach to the hybrid model of working which will be implemented across the College. They received assurance that the model has been developed to promote a culture of connectedness with the expectation that teams will meet on a regular basis, face-to-face. The Committee was advised that the implementation of the model will be closely monitored.

5. **BRIC Corporate Risk Register**
   The Committee had a specific discussion about a new risk related to cyber security with the view that further in-depth review and discussion was required. The Committee supported the recommendation to take forward this risk for further discussion by the Board of Manager.

Mike Stewart
Chair
Business, Resources and Infrastructure Committee

2

Board of Management   *(Paper 9)*

Date: 23 September 2021

Subject: Key points report: Audit and Risk Committee Meeting,14 September 2021

Report from: Steven Wallace, Chair, Audit and Risk Committee

Purpose of the report:
- To provide the Board with a summary of key issues arising from the Audit and Risk Committee meeting
- The report is presented in advance of the Board receiving the approved draft minutes of the meeting which will be submitted to the next meeting of the Board.

Recommendation:
The Board is asked to receive and note the key points outlined, and review any areas escalated by the Committee to the Board.

---

1. **Membership, Terms of Reference and Work Plan 2021-22**
   The Committee welcomed the new Chair of the Audit and Risk Committee, Steven Wallace.

   The Committee undertook the annual requirement to review the Terms of Reference and define the corresponding work plan; both of which were endorsed by the Committee for approval by the Board of Management, subject to minor changes.

2. **Internal Audit Report 2020-21 – Curriculum Planning**
   The Committee commended the management and specifically the Curriculum Planning Team in achieving an Internal Audit report that demonstrated substantial assurance with no identified recommendations. This was noted as significantly outstanding particularly given the unprecedented circumstances that the College and teams have been operating across during the past year.

3. **Internal Audit 2019-20 – Progress Report**
   The Committee acknowledge the work undertaken by management, again in unprecedented circumstances, to continue to evidence completion of all audit work to timeline; supporting the organisation to demonstrate effective assurance on related controls.

4. **Corporate Risk Register**
   The Committee reviewed and endorsed the corporate risk register for approval by the Board. Risk BRIC3 was reviewed and deletion from the risk register supported as this risk had been mitigated to an acceptable level.

   In addition, the Committee noted the new risk related to cyber security and recommended a briefing or spotlight session on this risk is considered for review and discussion by the full Board.

The Committee noted that this suggestion had also been put forward at the BRIC Committee meeting on 7 September 2021.

Steven Wallace
Chair
Audit and Risk Committee

2

Ayrshire College   *(Paper 13)*

Board of Management Meeting

23 September 2021

Subject: Overview of items under Part D – For information

Purpose: This paper provides an overview of items under Part D of the
                       agenda

Recommendation: Members are asked to note the contents of this paper.

---

1.   **College and University Outcome Agreement Guidance 2021-22 (*Paper 13a*)**

The Scottish Funding Council (SFC) published its College and University Outcome
Agreement Guidance 2021-22 on 31 August 2021.

Each college must have an annual agreement (Outcome Agreement) in place with
SFC which is approved by its Board of Management. The agreement must capture,
at a high level, contributions, impact and outcomes and should provide assurance on
the use of allocated funding.

Although the guidance recognises that colleges are in a transitional year, assurance
is sought that colleges, for AY 2021-22:

- Are focused on the delivery of outcomes and impact for students.

- Ensure that they outline their contributions to a more focused set of priority
  issues.

- Promote and reflect individual and collective responses to recovery with
  narrative on commitments, deliverables, and expected impact.

- Ensure transparency and clear accountability for public funding.

Ayrshire College's 2021-22 Outcome Agreement will be discussed at the Learning
and Teaching Committee on 11 November 2021 and at the Board of Management
Meeting on 6 December 2021.

<div align="right">

Anne Campbell
Vice Principal, Curriculum
9 September 2021

</div>

Publication
This paper will be published on the College website

Board of Management Meeting, 23 September 2021   1

Guidance for Outcome Agreements for Colleges and Universities AY 2021-22

SFC Guidance

Issue Date: 31 August 2021

Guidance for Outcome Agreements for Colleges and Universities AY 2021-22

Issue date: 31 August 2021

Reference: SFC/GD/22/2021

Summary: This guidance outlines the steps required to ensure an agreement is in place
                  between SFC and each university, college or college region during this transition
                  year which captures, at a high level, contributions, impact and outcomes and
                  provides assurance on use of allocated funding in AY 2021-22.

FAO: Principals and Chairs of Scotland's colleges and universities and regional strategic
                  bodies

Further   **Contact:** Linda McLeod
information: **Job title:** Assistant Director
                  Department: Access, Learning and Outcomes
                  Tel: 0131 313 6694
                  Email: lmcleod@sfc.ac.uk

Contents

Guidance for Outcome Agreements for Colleges and Universities AY 2021-22

Foreword

1. This guidance outlines the steps required to ensure a transitional year Outcome Agreement is in place between SFC and each university[1], college or college region which captures, at a high level, contributions, impact and outcomes, and provides assurance on use of allocated funding in AY 2021-22. It follows the recent publication of the SFC report Coherent Provision and Sustainability: A Review of Tertiary Education and Research[2].

2. We recognise that colleges and universities are working towards recovery following the emergency period and that institutions are continuing to deliver a responsive learning approach, ensuring the well-being of students and staff, and delivering an education-led economic recovery for Scotland. Through this approach to the Outcome Agreements we are taking steps to support all our institutions during extraordinary times.

3. As set out in the Coherent Provision and Sustainability Report, we have recommended that we work collaboratively with the sector and key stakeholders to develop a new overarching National Impact Framework (NIF) to ensure greater alignment with Scotland's National Performance Framework and the UN Sustainable Development Goals. This would be relevant to future agreements. This guidance and the associated priorities outlined below cover Outcome Agreements for AY 2021-22.

4. The Framework for the Outcome Agreements for AY 2021-22 seeks to:

    *   Focus on the delivery of outcomes and impact for students.
    *   Ensure colleges and universities outline their contributions to a more focused set of priority issues.
    *   Promote and reflect individual and collective responses to recovery with narrative on commitments, deliverables, and expected impact.
    *   Ensure transparency and clear accountability for public funding.

5. This Framework represents a commitment to align priorities with what will be needed to support economic recovery, to support those already in the education system (at schools, colleges and universities), those who may need upskilling or reskilling opportunities and those who may be looking to re-enter employment.

---

[1] We are using University in the guidance to refer to all institutions in the university sector.
[2] Also referred to as the Coherent Provision and Sustainability Report. Available here: http://www.sfc.ac.uk/review/review.aspx

6. At the same time we expect colleges and universities to continue with commitments to widen access, deliver high quality research and ensure a high quality learning experience for all students that will in most cases be different in shape, structure and mode to previous years. Ensuring clear plans are in place to protect the quality of the student learning experience will be particularly important, as will ensuring support is available to students who may be graduating from college or university into a challenging labour market.

7. We are particularly aware of the need to maintain volumes of provision this year when the economy will be in a recovery period, to allow students to continue to access the learning and employability skills that will ensure a pathway to employment when jobs become available, or a route back into employment for those who may now be out of work, or returning to work, through upskilling or reskilling.

Outcome Agreement arrangements for AY 2021-22 at a glance

- Aims to capture – at a high level – deliverables, impact and outcomes, and to give assurance on the use of allocated funding in AY 2021-22.
- Seeks contributions to a re-focused set of priorities, with an emphasis on continuing to safeguard student health and wellbeing, and support an education-led economic recovery for Scotland.
- Signals a move to improve and streamline reporting, particularly if the information is available elsewhere, reducing bureaucracy and duplication.
- Reflects an ongoing commitment to fair access and transitions; enhanced focus on quality learning and teaching, the student experience; student engagement; equalities and inclusion; and impactful research and innovation.
- Enables institutions to demonstrate their impact in terms that are relevant to their particular situation and mission.
- Is no more than 15 pages in length.

8. To support this, SFC will issue a bespoke measures table to each institution with AY 2019-20 data, which will also be used to populate projections for AY 2021-22. In keeping with Interim Year guidance, institutions will be asked to provide one year of projections for AY 2021-22.

Discuss with your Outcome Agreement Manager

9. Institutions should liaise with their dedicated Outcome Agreement Manager on any issues or requests. Contact details are available on our website.

5

Key dates

SFC Outcome Agreement AY 2021-22		
	What is required	**Purpose**
August 2021	**Outcome Agreement Guidance for AY 2021-22 published.**	Setting our guidance and priorities for AY 2021-22.
By 30 November 2021	Self-evaluation for AY 2020-21 submitted – outlining impact of COVID-19 on delivery and targets. To be appended to your Outcome Agreement. Refer to Annex A for details. **Requires sign-off by Board/ Senior Executive Group or similar. If the date proves difficult discuss with your Outcome Manager.**	Provides SFC with data and commentary on impact of COVID-19 on delivery in AY 2020-21 and notes implications for AY 2021-22. We will factor this in to future discussions for AY 2021-22.
By 30 November 2021	Outcome Agreement for AY 2021-22 submitted. **Requires sign-off by Board/ Senior Executive Group or similar. If the date proves difficult discuss with your Outcome Manager.** Refer to Annex C for Universities Technical Guidance and Annex D for Colleges Technical Guidance.	Provides SFC with line of accountability for use of funding in AY 2021-22.
January 2022	Outcome Agreements for AY 2021-22 – final sign off.	Confirms institutional plans and commitments for AY 2021-22.
By 31 January 2022	Outcome Agreements for AY 2021-22 published.	Confirms institutional plans and commitments for AY 2021-22.

6

Arrangements for AY 2021-22

Outcome agreements focused on key priorities and commitments

10. SFC is aware of the competing demands that are impacting on institutions and wants to ensure Outcome Agreement reporting is appropriately focused, impactful and proportionate. We have therefore, informed by our Review of Coherent Provision and Sustainability, restricted the key policy priorities we expect to be covered in the OA for this year.

11. We are seeking an ongoing commitment and statement of intent from colleges and universities to deliver on key sector priorities and outcomes for students, for research, and for economic recovery and social renewal. The priority list is pared back and includes:

   - Fair access and transitions.
   - Quality learning and teaching.
   - Learning with impact – students are equipped and ready to take up appropriate employment in the future.
   - Student participation and engagement in their educational experience.
   - Equalities and inclusion.
   - High quality research and innovation.
   - Meeting future skills needs, skills alignment and including upskilling and reskilling.
   - Responding to the climate emergency.

Appropriate measures to assess impact

12. The **SFC Outcome and Impact Framework** (OIF) on page 12 outlines the priority outcomes and policy expectations which we expect OAs to cover. The Framework sets out policy priorities for AY 2021-22 with the associated indicators for success or national measures for each priority where appropriate.

13. Our approach this year recognises the extraordinary circumstances we are operating within and the challenges facing institutions. To support institutions we have pared back the national measures and focused on key priorities. Nevertheless we recognise that the current situation means there may be other matters where we will require additional statements of intent around your commitments, and occasionally separate reporting, but we will give you appropriate notice of requirements throughout the year. For example, reporting on the use of the Flexible Workforce Development Fund, Young Persons Guarantee, Gaelic – where relevant, National Transition Training Fund or the Upskilling allocations.

14. For colleges the national measures are:

7

- Activity - Credits delivered (Core / ESF / Core + ESF).
- Widening Access -Volume and proportion of Credits delivered to learners in the most deprived 10% postcode areas (SIMD10).
- The volume and proportion of Credits delivered to care-experienced learners.
- Senior Phase - number of senior phase age pupils studying vocational qualifications delivered by colleges.
- Achievement - proportion of enrolled students successfully achieving a recognised qualification (FT & PT).
- Articulation - the number and proportion of successful learners who have achieved HNC or HND qualifications articulating to degree level courses with advanced standing.
- In work/destination - the number and proportion of full-time college qualifiers in work, training and/or further study 3-6 months after qualifying.
- Satisfaction – using the Student Satisfaction and Engagement Survey - the percentage of students overall, satisfied with their college experience.

15. For Universities the national measures are:

- Total number of Scottish domiciled undergraduate entrants.
- The number and proportion of Scotland-domiciled learners articulating from college to degree level courses with advanced standing.
- The number and proportion of Scotland-domiciled full-time first degree entrants from the 20% most deprived postcodes.
- The number and proportion of Scotland-domiciled undergraduate entrants that are care-experienced.
- The number and proportion of full-time first year Scotland-domiciled undergraduate entrants returning to study in year two.
- The difference (+/-) from the individual institution benchmark figure for students satisfied with the overall quality of their course of study in the National Student Survey.
- The number and proportion of Scotland-domiciled undergraduate qualifiers entering positive destinations.
- The number and proportion of Scotland-domiciled full-time first degree graduates entering professional occupations.
- The number of Scotland-domiciled qualifiers at undergraduate level.

16. Outcome Agreement Managers will issue a national measures table to each college, college region and university with key data, including AY 2019-20 baselines. Only those national measures outlined will continue to be a priority however, SFC will, as a matter of course, continue to monitor all performance measures we currently have in addition to those identified as priority.

17. The Technical guidance is attached at Annex C and D and provides updates on the measures relevant for this year.

8

18. For this Transition Year we are asking institutions to submit one year of projections for the revised list of measures, for AY 2021-22.

19. These projections should simultaneously be ambitious yet realistic, accounting for the additional challenges facing institutions as we pivot from the pandemic toward economic recovery.

20. We will expect institutions to review and understand how protected characteristics and special interest groups (eg care experience) impact on core measures. In particular within institutional self-evaluations and outcome agreements we would expect institutions' to account for any variance of outcomes by protected characteristic or special interest group (eg care experience or deprivation) with any accompanying plan for improvement. SFC engagement through Outcome Agreement Managers will have particular interest on overall outcomes and outcomes by care experience, deprivation and protected characteristics.

Contribution to economic recovery and social renewal

21. **The other sections in the Framework** invite a narrative that both describes the contribution colleges and universities will make to support economic recovery and social renewal in AY 2021-22 and the expected impact of these contributions.

22. This transition year will require continued flexibility and applied ways of learning, so students can access opportunities at a time that suits them and lays strong foundations for moving into the job market. There also needs to be a focus on upskilling and reskilling to allow routes to new and changing industries and jobs as they emerge.

23. We also want to know how colleges and universities are responding to ensure the health and well-being of students and staff as they progress through this challenging year.

24. In responding to this section of the Framework we expect a brief narrative in your Outcome Agreement summarising how you have responded to the immediate challenges of the COVID-19 emergency. How as an institution you are continuing to deliver high quality learning and teaching and ensuring the health and wellbeing of staff and students in the face of ongoing pressures ensuing from COVID-19. Specifically we would like to better understand your commitments and contribution to economic and social recovery. We request a short, focused response in line with your own institution's particular mission, strategy, and context responding to the points below, alongside any other relevant information.

9

Research Excellence Grant

25. Universities are required to provide case studies showing how SFC research excellence grant funding is being used to achieve/work towards greater excellence, but with additional emphasis on the sustainability and resilience of the institution's research base; and on the contribution to broader recovery.

University Innovation Fund

26. For universities, we also require an updated **University Innovation Fund plan for AY 2021-22**, further details on this are provided in Annex B.

Climate Emergency

27. Universities and College regions should outline their response to the Climate emergency including any specific strategies and work linked to COP26.

Prompt questions

28. The following list is not intended to be proscriptive - use as a guide:

- Which stakeholders are you working with to ensure that course provision remains responsive to shifting needs of employers/industry?
- What specific needs have employers/industry identified, both short-term and longer-term, and how are you adapting or shifting your provision in response? (with particular reference to courses starting in January/February)
- How have you utilised additional funding for economic recovery to mitigate the projected rise in unemployment and support individuals who have been made unemployed, are facing unemployment, or whose jobs are at risk as a result of the COVID-19 pandemic and/or EU Exit?
- Which groups, or issues, are you particularly seeking to respond to e.g. those recently becoming unemployed, young people entering the workplace for the first time, those who have previously been furthest from the job market, upskilling, reskilling, retraining, net zero and climate emergency?
- How you are managing the work-based learning and practical aspects of course provision and ensuring students are prepared for the workplace given ongoing constraints?
- How do you understand, value and respond to the lived student experience, particularly those most impacted by the pandemic, in your institution? How do you support their transition, their well-being and achievements and progression?
- How are you working with students and their representative bodies to develop both short term and future plans to secure and enhance the quality of the student experience?
- How will you support the sector's achievement of the Blueprint for Fairness's targets?

10

- How you are evolving your strategy for knowledge exchange and innovation and working with others in the system, for example the enterprise agencies, in the context of the pandemic?

Self-evaluation reports on delivery of AY 2020-21 Outcome Agreement commitments, including impact of COVID-19

29. The date for submitting self-evaluations is 30 November 2021. You should submit your self-evaluation as an annex to your Outcome Agreement. If you have any queries about this timeline please contact your Outcome Agreement Manager. We expect that you will have already prepared this information for internal reporting requirements and can be flexible with regard to the format of these reports.

30. Annex A describes the self-evaluation reporting requirements for colleges and for universities.

Further information

31. In addition to this guidance document, the following annexes are also available to support this process:

- Annex A: Self-evaluation reporting for AY 2020-21.
- Annex B: University Innovation Fund Plans for AY 2021-22.
- Annex C: University Technical Guidance on SFC's measures of progress.
- Annex D: College Technical Guidance on SFC's measures of progress.

32. Any queries/requests for further information should be directed to Linda McLeod, Assistant Director, Outcomes, e-mail: lmcleod@sfc.ac.uk.

James Dunphy
Director, Access, Learning and Outcomes

Outcome and Impact Framework AY 2021-22

Outcomes for Students		
Outcome	**Expectations**	**Measures and indicators of success**
Fair access and transitions Education is accessible to students from all backgrounds and students at all levels are supported through successful pathways.	• People from deprived areas have fair access and are supported to succeed. • People with experience of care have fair access and are supported to succeed. • Prior learning is considered and students are offered the best pathway for them. • Transitions and pathways for students are supported and signposted. • Institutions work with schools, SFC funded programmes and local communities to support successful pathways and effective transitions for students.	**Core national measures for universities:** • **Total number of Scottish Domiciled Undergraduate Entrants (SDUEs).** • **Scottish domiciled FT first degree entrants from SIMD20 (i.e. the COWA measure).** • **No. of SDUEs with care experience.** • **Articulation – advanced standing from college level to degree level study.** **Core national measures for colleges:** • **Credits delivered.** • **Proportion of credits delivered to SIMD10.** • **Proportion of credits delivered to care-experienced students.** • **DYW- No. of senior phase age pupils on vocational qualifications delivered by colleges.** • **Articulation – advanced standing from college level to degree level study.**

12

Outcomes for Students		
Outcome	**Expectations**	**Measures and indicators of success**
High quality, learning, teaching and support Students at all levels experience a high-quality, safe and supportive learning experience that enables them to succeed in their studies and they find it easy to participate and engage in their educational experience.	• The student experience of learning, teaching and support is protected in the ongoing public health context. • There is rigour and quality in learning and teaching processes. • Arrangements for quality assurance and enhancement support standards expected by students. • Enhancement and improvement of learning, teaching and support is informed by data and evidence – including the outcomes of quality assurance. • Well-developed strategies and approaches for digital and blended learning are in place. • Staff have the skills and support to deliver a high quality learning, teaching and support experience for students. • Students have good experiences of transitions into and through tertiary level learning. • Students are supported in their mental health and wellbeing.	**Core national measures and indicators for universities:** • **Retention.** • **Articulation.** • **Number of Scottish domiciled qualifiers at undergraduate level.** • **Overall student satisfaction (NSS).** • Outcomes of QAAS engagement and review work commissioned by SFC. • Institutional ILR annual reports. **Core national measures and indicators for colleges:** • **Success FE (FT & PT), HE (FT & PT).** • **Student Satisfaction and Engagement Survey.** • Retention (FT &PT HE and FE). • Progression. • Outcomes of Education Scotland engagement and review work commissioned by SFC.

13

Outcomes for Students

Outcome	Expectations	Measures and indicators of success
Partnership, participation and student experience Students find it easy to participate, have their voice heard and valued, and influence their educational and student experience.	• Students have their voice heard and valued, and are able to influence their educational experience. • Effective partnership arrangements exist between institutional leadership teams and student bodies. • Student partnership is valued across the institution and plays a key role in enhancing the student experience.	• Outline approaches to enhance student engagement and experience including partnership agreements with Students' Associations. • Arrangements exist for training Student officers.
Learning with impact Students at all levels are equipped to flourish in employment, further study and to lead fulfilling lives.	• Students are supported to successfully complete their courses in the ongoing public health context. • Students are supported to progress to positive next destinations. • Institutions implement appropriate support arrangements for graduating cohorts who will experience a challenging labour market in coming months/years. • Institutions ensure their curriculum and pedagogical offer remains fit for purpose and is responsive to changed need and demand • There is a good understanding of the needs of business and industry; and Scotland's economic recovery needs.	**Core national measure for Universities:** • **Graduate Outcomes** (Scottish Domiciled qualifiers in positive destinations and FT Scottish-domiciled qualifiers employed at 'professional' level). **Core national measure for colleges:** • **College Leaver Destinations.**

14

Outcomes for Students		
Outcome	**Expectations**	**Measures and indicators of success**
Public health emergency Institutions are responsive, have assurance mechanisms in place to comply with guidance, communicate well with students, staff and communities, and remedy situations as they arise.	• Institutions take steps to ensure the health and well- being and best interests of their students and staff during the emergency period.	• Clear plans exist as to how learning and teaching will be managed through the emergency period and these are regularly reviewed taking account of SG Guidance. • There is appropriate and successful use of blended and online learning.
Equalities and inclusion Every student has their individual needs recognised in terms of protected characteristics; and everyone is treated fairly and with respect.	• All students are supported to achieve their full potential.	• Colleges and universities comply with relevant legislation and commit to prioritising action to tackle inequalities. • Equality Impact Assessments are published. • Action is taken to improve management information (protected characteristic data) with regard to equalities priorities (e.g. harassment, mental health). • Universities and Colleges to understand how protected characteristics impact on core measures.

15

Outcomes for Research		
Outcome	**Expectations**	**Measures and indicators of success**
Research excellence	• Institutions produce excellent research outputs. • The research impact reaches beyond academia. • The research environment supports excellence and impact.	• **Case studies** showing use of SFC research excellence grant funding to achieve/ work towards greater excellence but with additional emphasis on sustainability/ resilience of HEI's research base; and on contribution to broader recovery. These will contribute to impact reporting. • REF2021 results to be published in April 2022.
Research sustainability (incorporates collaboration) Institutions ensure they protect their world-leading research programmes against the impact of COVID-19.	• The research environment supports excellence and impact. • Institutions implement the Research Integrity and Researcher Development concordats. • Support for PhD students, who are the pipeline of talent for future research and who have been adversely affected by the instability created by the pandemic.	• SFC will receive regular reporting from each university on the use of their allocation of the one-off £75m and £20m increase in funding to help secure the jobs and training needed to support ongoing and future research work. • We will seek evidence of compliance with the Researcher Development Concordat through the Outcome and Investment Agreement process and Research Integrity Concordat through engagement with Universities UK.

16

Outcomes for Economic Recovery and Social Renewal		
Outcome	**Expectations**	**Measures and indicators of success**
Responsive institutions Institutions are responsive to employer and industry needs and to current and future skills requirements.	• Institutions make use of labour market intelligence and employer / industry engagement to align provision. • Institutions play their part in upskilling and reskilling the existing workforce. • People have the necessary meta skills and attributes to succeed. • There is appropriate provision to help people upskill and reskill. • Institutions help find pathways for people without work to study and move into employment.	• Institutions are actively engaged in regular review and appraisal of provision to ensure this continues to meet, and changes to support, the range of learner, community and employer need. • In support of economic recovery to provide provision that delivers impact and successful outcomes for learners, communities and employers. (i.e. Flexible Workforce Development Fund (colleges), NTTF, YPG and Upskilling Funding (universities)). • SFC receives regular reporting from each institution on the use of additional funding to mitigate the projected rise in unemployment as a result of the COVID-19 pandemic and/or EU Exit, ensuring individuals can access training which will increase their chances of gaining employment.

17

Outcomes for Economic Recovery and Social Renewal

Outcome	Expectations	Measures and indicators of success
Confident and highly capable - work-ready - graduates Work-ready graduates are confident and ready to secure success in their career, meeting employer needs and making a positive contribution to our economy and society: Students are equipped to take up employment and succeed when the job market opens up.	• There is a pipeline of technically skilled people for key industries where skills gaps identified. • Programmes should equip graduates with the skills, knowledge and capabilities to be successful in their chosen career. • Effective support should be in place to enable students to understand their careers options, to self-assess and to undertake career planning. • Wherever relevant or beneficial, students should have opportunities to engage in work-informed or work-based learning.	• Graduates are able to utilise the skills and qualifications they have gained to access opportunities within the labour market. • **College Leaver Destinations** survey. • **Graduate Outcomes - Universities**
Knowledge Exchange and Innovation	• Colleges and HEIs are focusing and prioritising their knowledge exchange and innovation activity on Scotland's economic and social recovery.	• Universities submit an updated **UIF plan** with their Outcome Agreement. **Detailed guidance is provided at Annex B**. • Completion of the HESA HE-Business and Community Interaction survey and the SFC KE data return will remain conditions of grant for institutions to receive the UIF.

18

Outcomes for Economic Recovery and Social Renewal		
Outcome	**Expectations**	**Measures and indicators of success**
Collaboration There is active collaboration with other SFC funded institutions and across the education and skills system.	• Institutions consider and pursue meaningful opportunities for collaboration which fit with their mission and vision and supports the delivery of coherent, sustainable provision and research. • Institutions consider collaboration on estates assets that could: improve local coherence and sustainability of provision; reduce carbon emissions and be a part of place-based approach to economic recovery.	• Specific details of new collaborative arrangements, or plans for collaboration, and what they will achieve in terms of impact for all stakeholders.
Climate emergency Institutions take urgent action to help reduce or halt climate change, avoid irreversible damage, and support environmental sustainability measures.	• Colleges and universities demonstrate innovative approaches in their response to the climate emergency. Evidence of transformative leadership and the empowerment of sector communities, building capacity in institutional structures across the sectors, developing a placed-based approach to the climate emergency. • Colleges and universities outline how they are engaging with the Sustainable Development Goals.	• Institutions take urgent action to help reduce or halt climate change, avoid irreversible damage, and support environmental sustainability measures and a pathway to net zero.

19