Minute of the Board of Management Meeting
Held via Video Conference Using Zoom
On Thursday 23 September 2021

Present:

Willie Mackie	Chair
Fiona McQueen	Vice-Chair
Steve Graham	Non-Executive Board Member
Matthew Wilson	Non-Executive Board Member
Mary McClung	Non-Executive Board Member
Sharon Morrow	Non-Executive Board Member
Ellie Jamieson	Elected Student President
Janette Moore	Elected Member, Curriculum Staff
Carol Turnbull	Principal, Ex-Officio

In attendance:

Pauline Donald	Board Governance Advisor (Minutes)
Yvonne Melvin	Board Administrative Officer
Michael Breen	Vice Principal – Finance
Anne Campbell	Vice Principal – Curriculum

1. **Welcome and Declarations of Interest**

   The Chair welcomed all present to the meeting.

   The Chair reported that three new Members had been appointed to the Board; and formally welcomed Sharon Morrow, Non-Executive Board Member and Ellie Jamieson, Elected Student President. The Chair advised that apologies had been received from Norman Bone, Non-Executive Board Member who was unable to be present due to a previous longstanding commitment.

   The Chair declared an interest related to Agenda 5 confirming that he would leave the meeting for this agenda item. The Chair also disclosed his appointment to the Board of Prestwick Airport and advised that this had been included in the Register of Interests.

   On behalf of the Board, the Vice-Chair extended congratulations to the Chair on his appointment to the Prestwick Airport Board; commenting that this appointment was not only an asset to the Prestwick Airport Board but would continue to strengthen collaborations between Ayrshire College and local stakeholders.

   No other interests were declared.

2. Apologies

Apologies for absence were received from Non-Executive Board Members Elaine Anderson, Norman Bone, Beth Clelland, Scott Cooley, Mike Stewart, and Alison Sutherland, from Steven Fegan, Elected Member, Support Staff, and Steven Oliver, Student Vice-President.

The meeting was confirmed as quorate.

3. Presentation: The role of Colleges in Scotland's recovery from COVID-19

The Principal advised that the College had been asked to contribute to a Cross Party Group discussion around the role of Colleges and Universities in the recovery from COVID-19. The Board noted that the Principal had presented to this group the previous day; with the presentation including examples of the unique contributions from Ayrshire College. As such, it was considered timely to share this presentation at the Board meeting.

The Principal summarised:

- examples of how Colleges had adapted and responded to the pandemic notwithstanding the significant additional opportunities presented for Colleges, students, and the wider community.

- the Regional and National approach and the role of Scotland's Colleges in leading the design and delivery of economic strategies and enabling inclusive economic recovery and renewal.

- the collaborative framework for recovery: with the aim to deliver a portfolio of learning and skills, which is relevant, responsible, and flexible to employers and industry, to current and future skills requirements and which contributes to social and economic recovery.

As part of the presentation, the Board was advised of specific examples of the many contributions from Ayrshire College and how they align and contribute to the above:

- Introduction to a Career in Adult Social Care – a College and sector wide collaboration for unemployed people or those at risk of losing their job and which addresses a significant issue for Scotland.
- Ayrshire Hospitality and Tourism Industry: a skills-led recovery to prevent current recruitment issues from turning into a longer-term crisis.
- Transition to net-zero emissions: collaboration with the Energy Agency on Nethermills Hydro Scheme.
- Spirit AeroSystems: helping the sector introduce new technology with immediate high productivity, encouraging the supply chain and other companies to consider Ayrshire as a possible investment opportunity.
- Aircraft maintenance, overhaul, and decommissioning: funded by the Scottish Funding Council via the National Transition Training Fund – courses are targeted for unemployed or redundant workers.

The Chair advised of his commitment to continually promote and engage with National, Regional and Local conversations that support and deliver a collaborative approach to social and economic recovery. The Chair also commented on the role of the College Chairs Economic Recovery Group in (a) contributing to this agenda, (b) informing the Scottish Funding Council review and (c) in seeking funding that will provide the framework to implement related national programs.

The Chair expressed his appreciation to the Principal and her team for the work and commitment demonstrated which has ensured that the College is leading the way in informing the national and regional agendas and building collaborations and partnerships with key stakeholders.

The Chair concluded that the summary presentations from staff provided assurance to the Board of how the College not only supports the transition of initiatives into outcomes but specifically demonstrates the impact for students and the College in general. The Chair advised that he very much supported a similar approach as part of future Board Development days and also welcomed input from students.

In response to queries from the Vice-Chair, the Principal clarified that the SFC review should bring back into focus the learner journey in supporting a more comprehensive program across schools, colleges, and universities and develop relevant career path pipelines for students. Additionally, transition funding will support large scale transition from redundancy back into the workforce.

4. **Minutes of the Previous Meeting held on 17 June 2021** *(Paper 1) (P)*

   The minutes were approved as a correct record.

   Proposed: Steve Graham   **Seconded:** Matthew Wilson

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

   In terms of the Action Tracker, action number 2 (12.12.19), it was suggested that the BoM Terms of Reference should record that an off-campus meeting will be scheduled on an annual basis, and this was agreed. This action will therefore be closed from the action tracker.

   Action: BoM 20210923 A01: BoM Terms of Reference to be amended to record one scheduled off-campus meeting per annum.

5. **Matters Arising**

   There were no outstanding matters arising from the minutes.

6. **Student Association Report** (*Paper 2) (P)*

   E Jamieson introduced Paper 2 as presented and summarised key highlights from the report.

The Board acknowledged the breadth and extent of the work being undertaken and thanked the Student President for an informative report. Specifically, also, the Board noted the evaluation report from the Student Elections and acknowledged the challenging circumstances under which the 2021 election programme had to be conducted.

The following queries and suggestions were put forward by the Board:

- **Summer Welcome Programme**: The Board acknowledged the excellent approach in providing an insight into student life through the Blog referred to in the report and queried if there had been any consideration on how this could be shared with prospective students, eg students still at school. E Jamieson advised that the Blog had been published on the College website and was accessible to all current students and therefore also to prospective students. E Jamieson agreed to consider how this type of information could be shared with or be accessible in other ways to prospective students.

- **Student Engagement:** In terms of initiatives to support student engagement, the Board suggested including supporting data/analytics to provide an evidence base on which to measure and evaluate success and/or identify opportunities for improvement.

  E Jamieson thanked the Board for their input and advised that she would consider how to action the suggestions as outlined.

The Board concluded by reiterating their continued support to the Student President and her team in the efforts and range of initiatives being undertaken that make a significant difference to the experience for all students at Ayrshire College.

7. **Chairs Report** *(Verbal)*

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

- **Graduation ceremony:** The Chair, Vice-Chair and Principal recorded messages that will be shared at the Graduation ceremony on 8 October 2021.

- **2021 Ayrshire College Fellowship Award:** The Chair advised that he was delighted to report that this award had been presented to the Vice-Chair, Fiona McQueen. A video of the presentation will be released as part of the Graduation Ceremony. The Chair extended his congratulations and commended Fiona McQueen for her outstanding contribution and for continuing to find the time to commit to Ayrshire College throughout the course of other very competing and challenging priorities.

  Fiona McQueen expressed her sincere appreciation for the award and commented that she considered this a huge honour and privilege to receive; she affirmed her view and commitment to the overall importance of the learning and teaching agenda across Scotland.

- **Colleges Scotland:** the ongoing review is continuing with the aim to achieve a leaner structure going forward.

- **Non-Executive Board Member – Annual Performance Review:** all reviews have been completed. The Chair expressed his thanks to Members for their collective and individual support and support to students.

8. **Board of Management and Committee Membership 2021-22** *(Paper 3a) (P)*

P Donald introduced Paper 3a as presented advising of the changes to the Board of Management membership and the outcome of the review of the Committee membership.

The Board was asked to note resignations during 2020/21, appointment of new Board Members/Student Board Members, the appointment of co-opted committee members to further strengthen committee membership and new committee membership appointments.

The Board was directed to Appendix 1 which presented the membership of the Board, the overall membership of the Committees and the membership of each individual Committee of the Board.

Decision: BoM 20210923 D02: The Board approved the 2021/22 Committee membership.

9. **Board and Committee Terms of Reference and 2021/22 Work Plans** *(Paper 3b) (P)*

P Donald introduced Paper 3b advising the Board of the annual requirement to review the Board of Management and Standing Committee Terms of Reference and corresponding Work Plans. The Board was asked to note the following:

- Action: BoM 20210923 A01 as detailed above will be incorporated into the final BoM Terms of Reference.

- Standing Committee Terms of Reference and Work Plans have been reviewed at respective Committee meetings as part of the first quarter cycle of meetings and have been endorsed for approval by the Board.

- Key changes to Standing Committee Terms of Reference and work plans are summarised under section 2.2 of the paper.

- Specifically, the Board was asked to note the recommendation to change the name of the Learning and Teaching 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.

Decision: BoM 20210923 D03: The Board approved the 2021/22 Board and Standing Committee Terms of Reference and Work Plans, subject to final amendments.

Decision: BoM 20210923 D04: The Board approved the change of Committee name from Learning and Teaching to the Learning, Teaching and Quality Committee.

10. **Minute of Board Decision (by circulation on 23 August 2021)** *(Paper 4) (R)*

P Donald introduced Paper 4 which presented proposals on two programmes of work that the Board was asked to consider and approve out with the Board Meeting cycle. This request was due to the requirement to meet specific timelines which presented the need to expedite a decision by the Board. The Board has been presented with the supporting papers to inform their decision.

The following has been recorded as the corresponding unanimous decisions by the Board of Management:

BoM20210823: D01: River Ayr Hydro Scheme
The Board approved the proposals as set out in Paper 1: To obtain renewable energy from a hydro scheme being built in the River Ayr.

BoM20210823: D02: River Ayr Hydro Scheme
The Board approved the authority for the Principal and Chief Executive Officer to sign the necessary legal documentation on behalf of the Board of Management.

BoM20210823: D03: Redesignation of Capital Funding
The Board approved the redesignation of the £187,000 of capital funding from the North Ayrshire Future Skills Hub to fund additional digital devices for students experiencing digital poverty.

Decision: BoM 20210923 D05: The Board ratified the decisions as recorded above and confirmed incorporation of the related record into the substantive minute of the BoM meeting, 23 September 2021.

11. **COVID-19 Update** *(Verbal)*

The Principal provided an update on the status as related to COVID-19 and the impact on the College and students. The following was noted:

- General advice continues to be that staff will work from home but it is encouraging to note that staff and students are present on campus. Numbers on site are being managed in accordance with current guidelines.
- Vaccination clinics have been established on campus with a positive uptake to date.
- A review and update of current guidelines is expected from the Scottish Government on 28 September 2021 and the Campus Operations Steering group will implement next stage guidelines as required.
- There has been a minimal number of deferred students due to the increased level of summer activity in place to support students.
- FE students have been prioritised to support them further with the challenges of remote learning and have at least one day on campus.
- Enrolment support for students is continuing with entry points for October and winter start courses.
- Digital poverty support is continuing for those students who require access to devices to support their studies.

The Chair thanked the Executive Team for their continued resilience in meeting Scottish Government guidelines and managing operational requirements for staff and students.

12. **National Bargaining Update** *(Verbal)*

The Principal advised that National Bargaining negotiations remained in progress with no further update available at the current time.

The Board noted the update provided.

13. **Committee Chairs' Reports** *(Papers 7, 8, and 9) (P)*

The Board received a written report from each Committee Chair outlining a summary of key issues considered by the Standing Committees since the last meeting of the Board, and not already dealt with under the agenda for this meeting. In addition to the content reported, the Committee Chairs highlighted the following:

- the exceptional efforts from staff in supporting students to complete their studies over the summer resulting in a very minimal number of deferrals.

- the positive outcomes as reported in the Business Growth Annual Report 2021 given the challenges of the COVID pandemic.

- the efforts of the management team in completing a full internal audit programme in unprecedented circumstances. Additionally, the curriculum planning team was commended for achieving an internal audit report with no identified recommendations.

- both the BRIC Committee and the Audit and Risk Committee recommended further discussion of cyber security risks with the Board of Management.

The agenda and papers will continue to be published on the website and the confirmed minutes of these meetings would be received by the Board at its next meeting.

The Board noted the report from each Committee Chair.

14. **Confirmed Minutes: Standing Committees** *(Papers 10, 11 and 12) (P)*

The following confirmed Standing Committee Minutes were received by the Board.
- *Learning & Teaching Committee 27 May 2021 (Paper 10) (P)*
- *Business, Resources & Infrastructure Committee 1 June 2021 (Paper 11) (P)*
- *Audit & Risk Committee 8 June 2021 (Paper 12) (P)*

15. **Items for information** *(Papers 13 and 13a) (P)*

The Board received for information the SFC College and University Outcome Agreement Guidance 2021-22.

16. Any other business

There was no other business raised and the meeting concluded at 6pm.

17. Date of Next Meeting: Thursday 9 December 2021, at 4pm.

The Board noted that the meeting in December will likely remain on a virtual platform. The Board will be notified in advance of any change to this approach.

(C/P) Confirmed minutes will be published on College Website; (P) – Paper will be published on the College Website; (R) – Paper is reserved, because it contains data or information of a personal nature, which is restricted by legislation, or because it contains commercially sensitive information, and will not be published on the College Website

Reserved Items on Next Page