

Glasgow Kelvin College
Board of Management
Finance and Resources Committee
Minute

**Minute of the meeting scheduled to be held at 5pm on Tuesday, 30th September 2025
In Boardroom at the Springburn Campus (Room 129a and 129b)**

1. Sederunt

John McBride, Chair
Steven Caldwell, Vice Chair
Ian Patrick
Joanna Campbell, Principal
Marion Allison
Maria Bradshaw

In attendance:

Heather Jackson, Secretary to the Board of Management
Jeanette Evans, Vice Principal Operations
Alan Carr, Head of Finance
Morag Kinnear, Head of Human Resources & Organisational Development
Jason Quinn, Director of Digital & Information Services

2. Apologies

Jacquelyn Stewart
Martin Booth

3. Terms of Reference

[Finance & Resources Terms of Reference](#)

The meeting was quorate with 5 non-executive members in attendance.

4. Declarations of Interest and Connection

- a) Interest**
- b) Connection**

There were no declarations of interest declared; connections are not minuted. The Chair reminded members they could declare an interest during the meeting.

5. Minute of the Previous Meeting held on 27th May 2025

Members accepted the minute as an accurate record of the business conducted at the meeting held on 27 May 2025.

6. a) Matters Arising from the Previous Meeting held on 27th May 2025

Members noted that the Scottish Funding Council had confirmed that monies received for the sale of the west end campus could be used to pay for remedial work relating to cladding.

b) Action Log

Finance and Resources Committee Action Log as of September 2025.

Members noted the content of the Action log and noted that the item would be addressed as part of the agenda.

Items for Approval/Endorsement

**7. Finance Report - NOT IN THE PUBLIC DOMAIN
Report by Vice Principal Operations and Head of Finance**

The Vice Principal Operations spoke to the content of the report. Members noted that there was an error in the figures presented in the report and childcare had been omitted. An updated version would be circulated to members.

Members noted that there had been an outturn surplus of £0.25m. This figure would have been higher but some monies had been withdrawn by the funders during the year. Members noted that the underlying cash amount had been ringfenced for cladding work. Members were also pleased to note that the majority of student funds had been spent again this year.

In response to a question from J McBride regarding the single source justification of £104k, it was noted that this related to the HR system and was for a purchase order for a period of 3 years. Members noted that Finance, Student and HR systems are all systems that the college has invested in and committed to.

S Caldwell asked if a comparison was available on cash days with other colleges and it was noted that this information was not shared by colleges currently. Members discussed widening the tolerance levels and the resulting implications (this currently sits at between 2 and 17 days) and it was noted that the college managed a frugal position. Members considered the funding for cladding and where the likely sources would be, alongside funding that the college had already accounted for and other funding issues in the wider sector.

Members agreed to consider the Audit Scotland report on cash days before deciding on any changes to cash days held. Members also agreed that a report on funding for the cladding project would also be presented at the next meeting.

Members of the Finance and Resources Committee agreed to:

- i) note the actual financial performance for the 12 months of the year reflected in the Management Accounts to 31 July 2025;
- ii) note that these numbers are still being scrutinised as part of the annual statutory external audit and that further adjustments will appear in the statutory accounts to 31 July 2025, primarily relating to pension and asset valuation.
- iii) note the Non-SFC income detail for the year and the Funding Applications schedule presented at Appendix 1;
- iv) note the College Debt position at 31 July 2025;
- v) note the Student Funding position at 31 July 2025 and the SSF allocation for 2025/26 and the ongoing activity of the Glasgow Student Funding Group;
- vi) note the procurement update including the volume of activity and the SSJs approved in 2024/25, provided in Appendix 2;
- vii) note the Cash Flow at 31 July 2025, as at 25 August 2025; and
- viii) note the Underlying Cash at 31 July 2025 and is marginally higher than the Underlying Cash target.

**8. Restated Financial Forecast Return & Revised Five Year College Budget –
NOT IN PUBLIC DOMAIN
Report by Vice Principal Operations and Head of Finance**

The Vice Principal Operations spoke to the content of the report and started by apologising for the error that was noted during the summer and reported to the Principal, Chair and Chair of the Committee as soon as it was identified. A restated Financial Forecast Return had been produced and submitted to the SFC.

Members noted the 6 years of flat cash along with a number of challenging assumptions. The College continues to mitigate funding challenges by looking for new sources of income.

I Patrick noted that the College could not cut anymore from its budgets but recognised the other challenges on an overall budget. It was agreed that it was positive that the college was continuing to balance its budgets.

I Patrick asked if other college Financial Forecast Returns were available for comparison and it was noted that the information was not publicly available yet.

J McBride asked what the resource implications would be and the Vice Principal Operations noted that there would be enough money to cover the 6th year of flat cash budget.

J McBride commended the transparent approach that was taken to address and highlight the errors in the original Financial Forecast Return.

Members of the Finance and Resources Committee agreed to:

- i) note the contents of this report, the appendices attached;
- ii) endorse the revised FFR attached;

- iii) note the amendments to the Five-Year Budgets 2025-30 and that the cumulative position is unchanged; and
- iv) note that the Board Chair and the Chair of the Finance & Resources Committee have been notified of these changes and the restated budgets and revised FFR will be taken to the Board of Management for approval on 8 October 2025.

**9. Fixed Asset Disposal / Write-Off
Report By Director of Estates and Corporate Services & Director of Digital and Information Services**

The Director of Digital and Information Services spoke to the content of the report and sought approval for fixed asset disposal and write off.

Members noted that investments had been made to improve the students learning experience and noted that kit was recycled where appropriate avoiding landfill.

M Bradshaw queried the amounts required for committee approval and the Secretary to the Board agreed to review this as part of her review of the terms of reference and cycle of business for the Board and its committees.

It was agreed that members:

- i) note the content of this report.
- ii) approve the write-off of vehicle registration number SF07 FXB as detailed in Appendix 1; and
- iii) approve the write-off of ICT items of equipment as listed in Appendix 1.

10. Attendance Management and Support Policy and Alcohol Drugs and Substance Misuse Policies Report by Director of People and Culture

The Head of Human Resources and Organisational Development spoke to the contents of the report that sought to provide members with an update on the revised attendance management and support and alcohol, drugs and substance misuse policy.

The Head of Human Resources and Organisational Development highlighted a number of key changes in the attendance management and support policy including categories of absence that trigger a formal interview, the line manager as a first point of contact and amendments to reasonable adjustments and capability. Members also noted that the college had engaged with the trade unions throughout the process and had agreed to monitor the impact of the changes with Trade Unions.

M Allison raised the issue of reporting absence to line managers and whether there was a time limit. The Head of Human Resources and Organisational Development noted that there was an 8:45am time limit to report absence and that the HR team remained as a backup for staff who could not report absence during preferred timelines. Members noted that the practicalities of implementation were still being worked through in some areas and a slow and measured approach would be taken with lots of training and support for managers and staff.

I Patrick queried the categories of absence and when a formal meeting was triggered. The Head of Human Resources and Organisational Development noted that there was additional clarification through the proforma but that this could be further clarified.

Members congratulated the Head of Human Resources and Organisational Development on the work undertaken to produce the new policy with the support and agreement of the unions. It was hoped that these changes would align the college with the national policy when this was issued.

In relation to the alcohol, drugs and substance misuse policy, J McBride asked about the application of testing with safety critical roles in the college and whether the requirements for testing should be tighter. The Head of Human Resources and Organisational Development noted that any decision made on the need for testing would be made on an individual basis and based on the information available at the time. It was noted that refusal to undertake a test would be noted as part of any subsequent investigation.

I Patrick queried the legal position of the college regarding searches of college equipment and it was noted that the College could search college equipment but not personal items such as bags.

Members of the Finance and Resources Committee agreed to:

- i) approve the Attendance Management and Support Policy and Procedure for immediate implementation.
- ii) note that training for line managers will be delivered in AY 2025-26 to support the effective implementation of the Attendance Management and Support Policy and Procedure; and
- iii) approve the Alcohol, Drugs and Substance Misuse Policy for immediate implementation.

11. Items for Discussion and Noting People and Culture Services Update Report by Director of People and Culture

The Head of Human Resources and Organisational Development spoke to the content of the report that sought to update members on Human Resource Management, Organisational Development and Wellbeing and Equality Inclusion.

Members noted that additional processes had been added to the job evaluation project which may delay this further.

Members noted that the values refresh work was continuing and values were being collated into key themes which will then be presented to staff to enable them to vote on their preferences. A final version would be shared with the Board in due course.

M Bradshaw asked if the new HR system would lead to efficiencies in the team and it was noted that it was hoped the new system would free up the time of the HR Business

Partners and move them away from admin focused tasks. There would be a series of checks and balances to ensure that new processes were being used appropriately. M Bradshaw also noted that it was not Scottish Enterprise directly that were providing coaching support but they were working alongside partners.

I Patrick raised the issue of GMB recognition and the vacancy for a support staff trade union member. J Evans informed the committee that there was no change in recognition of GMB or in any potential replacement for the vacancy. The members agreed that the Board should be up to the full complement and would continue to search for potential members to take up the role, working in partnership with the unions.

J McBride noted the emphasis on coaching for managers and how that supports growth across the college and members agreed that a coaching and mentoring culture was a positive and healthy move for the College.

J McBride asked if absence management data could be included within PowerBI and it was noted that this was in hand.

S Caldwell asked who drove the professional development review and members noted that this was led by line managers with input from the staff member. Members agreed that the process should not be onerous and should add value without being a tick box exercise.

J Evans noted that the job evaluation funding liability remained in the accounts but not the income. This was reflected in last years accounts.

Members of the Finance and Resources Committee agreed to note the content of this report.

12. Annual Staff Attendance Report for 1 August 2024 to 31 July 2025 Report by Director of People and Culture

The Head of Human Resources and Organisational Development spoke to the content of the report that sought to update members on annual staff attendance. Members noted that there had been an overall reduction in absence.

The Head of Human Resources and Organisational Development highlighted data around mental health and wellbeing and Covid and noted the benchmarking data from the CIPD. College attendance was in line with sector averages. Members also noted that the Health and Wellbeing Group had also been re-established.

S Caldwell questioned whether 50% of staff being absent for at least one occasion in the last year was a high figure and whether there were any patterns that the College should be concerned about. The Head of Human Resources and Organisational Development agreed to review the figures and feedback to the committee.

I Patrick asked if the data should show absence data on one, two, three and four occasions.

J McBride congratulated the HR team on the evident improvement and positive progress around absence noting that absence still costs the college over £800k per annum with an average of 8 days absence per year.

Members discussed whether zero absence could be rewarded and it was agreed that how this could be a valued and valuable process and not just a paper exercise would be reviewed.

J Campbell noted that the Values project had recommended a number of potential options for positive feedback and reward including staff awards and commendations, increasingly visible and immersive leadership.

Members noted the low attendance at staff development days and queried why this was so low and whether attendance should be mandatory.

Members of the Finance and Resources Committee agreed to note the content of this report.

13. Estates and Capital Update Report by Director of Estates and Corporate Services.

The Vice Principal Operations spoke to the contents of the report that sought to provide an update on estates and capital projects. Priority work on repairs toilets and fire stops was highlighted.

Members of the Finance and Resources Committee agreed to note the content of this report.

14. Environmental and Sustainability Update Report by Director of Estates and Corporate Services and Head of Facilities and Environmental Sustainability.

The Vice Principal Operations spoke to the contents of the report that sought to provide an update to members in relation to environmental and sustainability matters.

Members noted that the Environmental Sustainability Manager had been asked to sit on the International Green Gown award judging panel. The College had also submitted three applications to the 2025 Green Gown awards. Members commended the College for leading the field in sustainability in the region and wished the college well at the future awards ceremony.

J McBride asked if the bikes were marked and it was agreed that this would be checked and undertaken if necessary.

M Allison noted that point 11 should read Environmental and not Educational Standards.

Members of the Finance and Resources Committee agreed to note the content of this report.

15. Annual Health and Safety Report 2024/25 Report by Health and Safety Manager

The Vice Principal Operations spoke to the contents of the report that sought to provide an update on the annual Health and Safety report. The report would be presented at the next Board meeting.

Members noted that good progress was being made on the implementation of Martyn's law.

I Patrick asked if data on incidents relating to abuse and violence could be separated out in future reports. The Vice Principal Operations noted that the college was looking at incident reports to see if there were any trends and ensure accurate reporting. It was also noted that work was being undertaken to prevent future and vexatious claims

Members of the Finance and Resources Committee agreed to note the contents of this report, and the Annual Health and Safety Report attached as Appendix 1.

16. Health and Safety Update Report by Health and Safety Manager

The Vice Principal Operations spoke to the contents of the report that sought to provide an update on Health and Safety activities. Members noted that the report needed to be updated and a revised version would be presented at the next meeting.

Members noted that the new Health and Safety Manager was undertaking a full audit across all campuses. The EVAC chairs had been found to be out of date and would be replaced.

Members of the Finance and Resources Committee agreed to note the contents of this report.

17. Best Value Report by Vice Principal Operations

The Vice Principal Operations spoke to the contents of the report that sought to provide an update on Best Value activities as requested by Audit Scotland.

J McBride noted the positive examples given in the report and how they evidenced best value.

Members of the Finance & Resources Committee agreed to note the contents of this report.

18. Items for Information
[Audit Scotland Technical Bulletin 2025/26](#)

Members of the Finance & Resources Committee agreed to note the contents of this report.

19. The Gillies Report – Investigation into financial oversight and decision making at the University of Dundee.

Members of the Finance & Resources Committee agreed to note the contents of this report.

A report on college actions relating to this report and the subsequent report produced by the Scottish Funding Council would be presented at a future Board meeting including actions for the Governance Action Plan. In addition, J Evans noted that the Audit and Risk Committee had agreed to bring forward a financial controls internal audit that would consider the issues raised in the Gillies report.

20. Approved Minutes

- a) Health and Safety Committee – 30 April 2025
- b) Risk Management Committee – 22 April 2025

Risk, Equality and Data Protection - Discussion

21. Impact on Students – Student impact to be considered as a consequence of the consideration of the above agenda

Members agreed that no new impact on students had arisen as a consequence of the business conducted at the meeting held on 30 September 2025.

22. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda

Members agreed that no risk management issues had arisen as a consequence of the business conducted at the meeting held on 30 September 2025.

23. Equality Management – Equality Issues to be considered as a consequence of the consideration of the above agenda

Members agreed that no equality management issues had arisen as a consequence of the business conducted at the meeting held on 30 September 2025.

24. Data Protection – Data Protection Issues to be considered as a consequence of the consideration of the above agenda

Members agreed that no data protection issues had arisen as a consequence of the business conducted at the meeting held on 30 September 2025.

25. Environmental and Sustainability – Environmental and Sustainability Issues to be considered as a consequence of the consideration of the above agenda

Members agreed that no environmental and sustainability issues had arisen as a consequence of the business conducted at the meeting held on 30 September 2025.

The meeting finished at 7pm.

- 26. Date of Next Meeting**
25 November 2025, via MS Teams