

Glasgow Kelvin College
Board of Management
Finance and Resources Committee
Minute

Minute for the meeting held at 5.40pm on Tuesday, 26 November 2024, via MS Teams

1. Sederunt

Rob Doyle, Chair (via MS Teams)
Heather McNeil, Vice Chair
Ian Patrick
Derek Smeall, Principal
Steven Caldwell
Marion Allison

In Attendance

Linda Ellison, Secretary to the Board of Management
Jeanette Evans, Vice Principal Operations;
Lisa Clark, Director of Estates and Corporate Services
Doreen Shiels, Director of People and Culture
Jason Quinn, Director of Digital and Information Services
Alan Carr, Head of Finance;
Annette McKenna, Governance & Executive Support Manager (for recording purposes)

2.

Apologies

John McBride
Maree Shepherd, Unison Member

3. 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 1 October 2024

J Quinn noted that he had been omitted from the sederunt. Members accepted the minute, following the addition to the sederunt noted above, as an accurate record of the business conducted at the meeting held on 1 October 2024.

6. a) Matters Arising from the Previous Meeting held on 1 October 2024

There were no matters arising from the previous meeting that would not be considered whilst discharging the agenda.

b) Action Log (*For Noting*)

i) Finance and Resources Committee Action Log as at November 2024

The Chair noted the one completed action, and members agreed this could be removed.

Items for Approval/Endorsement

7. Finance and Resources Committee Terms of Reference Refresh

The Secretary to the Board presented a report outlining proposed changes to the Committee's Terms of Reference (ToR), which are due for review. She highlighted the proposed changes/additions to the terms of reference denoted in blue text.

I Patrick raised a question related to the proposed quorum of the Committee and the minimum number of non/executive and executive members for the meeting to be quorate.

Following further discussion on the membership, quorum and voting rights it was agreed that L Ellison, L Clark and the Chair of the Board of Management would consider this further and provide clarity via email, for approval, in due course.

Members of the Board of Management agreed to:

- i) note the contents of this report; and
- ii) approval for the Finance and Resources Terms of Reference, attached as Appendix 1 to the report, would be sought via email to members following further discussion with the Chair of the Board of Management, the Secretary to the Board and the Director of Estates and Corporate Services.

8. Finance Report - NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought to provide members with a comprehensive financial update that included the Quarter 1 Forecast, Management Accounts at 31 October 2024, debt, student support funds, procurement and cash at 31 October 2024.

J Evans took members through, in detail, the highlights of the report as set out in section 2 of the report. She highlighted the slight improvement in the Adjusted Operating Position (AOR) as set out in the Quarter 1 Forecast at section 3 of the report. She provided a summary of the income and expenditure movements listed in the table at section 3.2 of the report.

She also provided a summary of the management accounts at 31 October 2024 and the Income and Expenditure YTD variances at section 4.1 of the report.

She highlighted the link in the report to the positive internal audit report on Procurement and Creditors / Purchasing and noted the 'Good' grading. She added that no recommendations had been made and that one point for improvement had been identified in relation to the Purchase Order process; albeit effective controls are in place and the College are compliant. She informed members that the College have already initiated a trial project to improve this process.

The Principal commented that this is the first Quarter 1 Forecast in a long time that there have been no substantial curve balls; the movements, so far, have been either expected or manageable.

The Chair thanked J Evans for the work undertaken to produce a well written report. He also thanked all involved in the positive outcomes as noted in the report.

Members of the Finance and Resources Committee agreed to:

- i) note the Quarter 1 Forecast;
- ii) note the actual financial performance for the first 3 months of the year reflected in the Management Accounts to 31 October 2024;
- iii) note the College Debt position at 31 October 2024;
- iv) note there is no request to write off bad debt this quarter;
- v) note the Student Funding position at 31 October 2024;
- vi) note the procurement update and **Appendix 1**, the positive internal audit report;
- vii) note the Projected Cash Flow to 31 July 2025; and
- viii) note the Projected Underlying Cash at 31 July 2025 and that this is within the College's underlying cash target.

9. Review of Policies and Procedures

a) Professional Learning and Development Policy

b) Lone Working Policy

c) Dignity and Respect Policy and Procedure

d) Fees and Fee Waiver Policy

The Director of People and Culture spoke to the content of the report that sought to apprise members of the outcome to the consultation on policies and procedures due for review in accordance with the agreed Policy and Procedure Review Schedule.

D Shiels highlighted that Unison Trade Union representatives had declined to participate in the consultation of these Policies and Procedures due to internal matters between local and Regional Unison representatives, except for the Lone Working Policy; the Professional Learning and Development Policy requires approval by the Board of Management. She added that members were being asked to approve the policies and procedures with a caveat should Unison raise any issues regarding the document that is fundamental to its content or operation, the College agrees to reopen consultation.

She provided members with a summary of the proposed changes as set out in the report.

J Evans informed members that the Fees and Fee Waiver Policy is normally brought to the Committee in June each academic year for approval. She added that to bring the College in line with the other two Glasgow Colleges, the 2025-26 had been reviewed so that this can be published by January 2025 in time for applications.

In response to a question from H McNeil, J Evans informed members that the College has very low numbers of overseas students. The Principal added that the College do not actively recruit this cohort of students.

In a response to a question from I Patrick, D Shiels informed members that the College do have a learning agreement for staff undertaking professional learning, in place. This includes that staff who leave the employment of the College within an agreed timescale, would pay back part or all the costs incurred.

I Patrick drew members attention to the word 'perpetrator' used in the Dignity and Respect Policy and Procedure. He commented that he did not think this word was appropriate. **D Shiels agreed to amend the word used in the Dignity and Respect Policy and Procedure, as suggested by I Patrick.** Members discussed the cross reference of this Policy to the Disciplinary Policy & Procedure and the Grievance Policy & Procedure. She added that this Policy also relates to external parties and the other two policies do not. **D Shiels agreed to add a table/route map to the Dignity and Respect Policy and Procedure to ensure clarity of the informal and formal procedures, providing a link to signpost to the Disciplinary Policy and Procedure and the Grievance Policy and Procedure.**

Members of the Finance and Resources Committee are recommended to:

- i) endorse the Professional Development and Learning Policy (Appendix 1) and note that this Policy will be presented to the Board of Management on 11 December 2024 for approval taking cognisance of any comments from members of the Finance and Resources Committee.
- ii) approve the Lone Working Policy (Appendix 2) and the Fees Policy 2025/26 (Appendix 4).
- iii) Approve the Dignity and Respect Policy with the agreed amendments / additions noted above and with the caveat that, should Unison raise any issues regarding the document that is fundamental to its content or operation, the College agrees to reopen consultation; and
- iv) note that the Lone Working Policy and the Dignity and Respect Policy will be reviewed by 31 July 2027 or earlier in light of any legislative changes.

10. Fixed Asset Disposal / Write-Off

The Director of Digital and Information Services spoke to the content of the report that sought approval for the physical and accounting disposal of obsolete assets.

J Quinn drew members attention to the summary of ICT assets being recommended for write-off, as set out in appendix 1, to the report.

He highlighted that the assets were all purchased seven or more years ago with the majority no longer being supported by the manufacturers; therefore obsolete. He added that some of the PCs had been replaced with re-usable assets from the West End Campus.

He also highlighted that the College continue to recycle all ICT assets in accordance with Waste Electrical and Electronic Equipment (WEEE) Regulations 2013.

The Chair thanked J Quinn for his report and commended the re-use of assets from West Campus.

Members of the Finance and Resources Committee agreed to:

- i) note the content of this report;
- ii) approve the write-off of these pieces of equipment as listed in Appendix 1.

11. Procurement Strategy and Action Plan Refresh 2022-25

The Vice Principal Operations spoke to the content of the report that sought endorsement for the updated College Procurement Strategy and Action Plan 2022-25. She added that this would be presented to the Board of Management for approval on 11 December 2024.

J Evans reminded members that in December 2022 the Board of Management approved the Procurement Strategy and Action Plan for 2022-2024. The refreshed document, attached as appendix 1 to the report, effectively updates that Strategy and Action Plan for another year, to 2025; a full refresh will be prepared when the final position in relation to Glasgow Colleges Regional Board is known.

J Evans provided members with a summary of the main changes, highlighted in yellow in the Strategy and in green in the Action Plan; no material changes had been recommended and the Action Plan is progressing well.

Members of the Finance and Resources Committee agreed to:

- i) note the contents of this report and its Appendix;
- ii) approve the Procurement Strategy and Action Plan 2022-2025 included at Appendix 1 to this report; and
- iii) note that a more detailed revision of this Strategy will take place when a final decision has been made in relation to the Regional College structure.

Items for Discussion and Noting

12. People and Culture Services Update

The Director of People and Culture spoke to the content of the report that sought to provide members with an update on People and Culture Services matters in relation to Human Resource Management, Organisational Development & Wellbeing and Equality and Inclusion.

D Shiels took members through the content of her report.

She highlighted section 2.21 regarding UNISON Scotland FE Branch regional supervision. She added that the College had been informed that local stewards remain in post and any local facility arrangements remained in place. However, all local stewards, including the Unison representative within the College, have taken the decision to take strike action and withdraw from all local engagement. She added that the College's UNISON representative will not attend any meetings including the Board of Management meetings.

She drew members attention to section 2.2 of the report that related to attendance management. She highlighted that the annual percentage for attendance management in session 2023/24 was 6.3%; the highest since inception of the College in 2013. She noted that an Action Plan had been developed to improve attendance levels in academic year 2024/25 with a target to reduce the percentage rate to 5% in that year.

In addition, she highlighted the short term and long-term absence figures for Quarter 1 in session 2023/24 compared with 2024/25; there had been a small reduction in short term absence in 2024/25 so far.

In a response to a question from I Patrick, D Shiels informed members that there are figures available to compare absence figures within the sector, however, the issue is that most colleges use different methods to collate and present their figures. She added that a short life working group had been set up with HR professionals in the sector and that it had been agreed that absence management would be a main focus.

I Patrick noted the good range of events and activities at the recent staff development week and asked if there were figures available related to staff participation and feedback. D Shiels agreed to provide this information to the next meeting of the Finance and Resources Committee.

M Allison commented that the emphasis on equality and diversity was noticeable in the content of the papers. She highlighted the positive work undertaken regarding the British Sign Language Plan Action Plan and with 'Radiant & Brighter'. In a response to a question from H McNeil, D Shiels informed that members of the Senior Management Team (SMT) and Operational Managers had attended the 'Radiant & Brighter' sessions, and the feedback had been positive. She added that they would assist the College to undertake an assessment of its understanding of racism and the structural barriers that may exist; an Action Plan would be produced following the assessment.

The Principal added that the two presenters from 'Radiant & Brighter' were impressed with the spread of staff involved in the sessions, from both the curriculum and support sides; the sessions had been thought provoking.

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

13. Annual Procurement Report 2023-24

The Vice Principal Operations spoke to the content of the report that sought to present members with the College's Annual Procurement Report covering the period from 1 August 2023 to 31 July 2024.

J Evans reminded members that they receive an update on procurement included in finance reports brought to the Committee.

She provided members with a summary of the report that provided an overview of work undertaken in the past year and the work planned for the next two years; this does not include the ad hoc work undertaken. She added that the report provides a community benefit summary as requested by the Committee last academic year.

In a response to a question from I Patrick, J Evans informed members that the savings made using APUC are calculated using a procurement process; the data is inputted, and the savings are calculated based on variances, APUC manage this system.

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

14. Estates and Capital Update Report

The Director of Estates and Corporate Services spoke to the content of the report that sought to provide an update to members in relation to estates and capital. The update included capital planning/expenditure for 2024, West End Campus, cladding at Springburn Campus, estates and facilities - staffing and SFC - College Infrastructure.

L Clark drew members attention to the detailed spend information set out in appendix 1 to the report. She highlighted the plan to spend £544,000 by the end of March 2025 that included £44,000 carried forward from the previous financial year; this had been approved by J Godfrey at Glasgow College's Regional Board (GCRB).

She informed members that the newly appointed Head of Facilities and Environmental Sustainability, Claire Reid, had taken up her new role on Monday, 25 November 2024.

She drew members attention to section 4 of the report relating to the cladding panels at the Springburn Campus and informed members that a detailed report on this matter would be presented to the Board of Management on 11 December 2024.

J Evans added that the College had completed an SFC FE sector survey return in relation to the College's infrastructure and had met the deadline set. She added that the information gathered would be used to develop a SFC 10-year Strategic Infrastructure Plan for the sector.

The Chair thanked L Clark for her report and welcomed the detailed report on the cladding at the Springburn Campus to the Board of Management on 11 December 2024.

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

15. Environmental and Sustainability Update

The Director of Estates and Corporate Services spoke to the content of the report that sought to provide an update to members in relation to environmental and sustainability matters. The report included an update on engagement with sustainability, funding & awards, active travel consults, sustainability in the curriculum, campus gardens, Public Sector Climate Adaptation Network membership, sustainable procurement initiatives, Easterhouse Carpark LED lighting, BEMS System update, Race to Zero: annual reporting update, biodiversity reporting, Public Sector Climate Change Duties Report 2023-24, update on Scottish Government Net Zero targets and Estates and Sustainability Strategy 2022-2027 – Review.

L Clark provided members with a summary of her detailed report.

She highlighted the work undertaken by the Environmental and Sustainability Manager across all campuses within the College; including with students, curriculum and support areas.

She drew members attention to section 15 of the report and noted that the Estates and Sustainability Strategy 2022-27 is due for review in November 2024. She informed members that the Scottish Funding Council (SFC) had advised that, as part of their work in relation to the Infrastructure Strategy, discussed at item 14 on the agenda, colleges would be provided with an Estates Strategy template to complete; this would allow for all FE sector Estates and Sustainability Strategies to be undertaken in a uniformed manner. She added that the College had only received the template on Friday, 22 November 2024; this review/work would now be undertaken.

I Patrick commended the work undertaken by the Environmental and Sustainability Manager and members agreed with his comments.

J Evans reminded members that the College had been awarded an International Green Gown Award in the category of Next Generation Skills & Learning. She added that the success of the prestige award had been picked up by the BBC and that staff and students had been interviewed. Members congratulated all involved.

The Principal provided members with an update on the possibilities for the College in relation to a potential partnership in a regeneration initiative at the old east end meat market.

Members of the Finance and Resources Committee agreed to note the content of the report, links and appendix.

16. Health and Safety Update

The Vice Principal Operations spoke to the content of the report that sought to provide a brief update on Health and Safety performance across all college locations.

J Evans highlighted the work being undertaken in relation to the preparation for Martyn's Law. She also highlighted the annual Health and Safety benchmarking sectoral report that could be accessed via the link in the report.

Members of the Finance and Resources Committee agreed to note the content of the report, links and appendix.

Items for Information

17. Audit Scotland Publications

- a) [Technical Bulletin 2024/3](#)
- b) [The National Fraud Initiative in Scotland 2024](#)
- c) [Climate Change Disclosures](#)

Members noted the content of the above reports provided for their information and available via links.

Items for Information

- 18.**
- a) [Approved Risk Management Minute 13 August 2024.pdf](#)
 - b) [Approved Health Safety Minutes - 24 April 2024.pdf](#)

Members noted the content of the approved minutes provided for their information and available via links.

Risk, Equality and Data Protection - Discussion

- 19. 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 26 November 2024.
- 20. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no new risk management issues had arisen as a consequence of the business conducted at the meeting held on 26 November 2024.
- 21. Equality Management – Equality Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no new equality impact issues had arisen as a consequence of the business conducted at the meeting held on 26 November 2024.
- 22. Data Protection – Data Protection Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no new data protection issues had arisen as a consequence of the business conducted at the meeting held on 26 November 2024.
- 23. Environmental and Sustainability – Environmental and Sustainability issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no new environmental and sustainability issues had arisen as a consequence of the business conducted at the meeting held on 26 November 2024.
- 24. Closure**
The meeting closed at 6.50pm with the Chair thanking members for their attendance and participation.
- 25. Date of Next Meeting**
4 March 2025, via MS Teams