



Glasgow Kelvin College
Board of Management
Finance and Resources Committee
Minute

Minute of the meeting held at 5pm on Tuesday, 27 May 2025, Springburn Campus, Room WG1

1. Sederunt

Rob Doyle, Chair
Ian Patick
Joanna Campbell, Principal
John McBride
Steven Caldwell (MS Teams)
Lesley Quinn

In Attendance

Douglas Wilson, 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
Alan Carr, Head of Finance
Annette McKenna, Governance & Executive Support Manager (for recording purposes)

2. Apologies

Marion Allison

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 4 March 2025

Members accepted the minute as an accurate record of the business conducted at the meeting held on 4 March 2025.

6. a) Matters Arising from the Previous Meeting held on 4 March 2025

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

b) Action Log

i) Finance and Resources Committee Action Log as at May 2025

Members noted the content of the Action Log and agreed that the three outstanding actions had been completed and should be removed.

Items for Approval/Endorsement

7. 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 covered an Executive Summary; Quarter 3 Forecast; Management Accounts at 30 April 2025; Debt; Student Support Funds; Procurement; Mid-Year Return (MYR) and Cash at 30 April 2025.

J Evans provided members with a detailed overview of the Executive Summary and highlighted that the Quarter 3 Forecast presented in Section 3 shows a £191k surplus Adjusted Operating Result (AOR). This Forecast reflects an improvement on the Quarter 2 position of £169k. This is the net impact of multiple changes, detailed in the table at 3.2.

In a response to a question from S Caldwell on the non-SFC income at table 3.2, J Evans confirmed that with regard to the Baxter Storey catering contract, the College is the Principal and they are the Agency.

I Partick highlighted the actual cost against the forecast for temporary teaching staff. The Head of Finance informed members that this was due to absenteeism that is required to be back filled. He noted that one faculty compared more favourably than the other in this regard; the College has a contingency budget for temporary staffing. J Evans informed that this would continue to be scrutinised on an ongoing basis. She noted that absenteeism across the board carries a cost.

In a response to a question from J McBride, J Evans informed members that Student Support Funding can be used to support students over the summer break as long as it meets the discretionary funding rules; the funding supports them to come back to college. She added that the College is audited on this activity annually.

Members of the Finance and Resources Committee agreed to:

- i) note the Quarter 3 Forecast;
- ii) note the actual financial performance for 9 months of the year reflected in the Management Accounts to 30 April 2025;
- iii) note the College Debt position at 30 April 2025
- iv) approve the bad debt write-off of £2,333.18 in Student Fees;
- v) note the Student Funding position at 30 April 2025;
- vi) note the activities and progress of the Glasgow Region Student Funding Group;
- vii) note the Procurement update;
- viii) note the MYR and Appendix and that it was submitted by the 28 March 2025 deadline; and
- ix) note the Projected Cash Flow to 31 July 2025 as at 30 April 2025.

8. Draft Five-Year Budgets 2025-30 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought endorsement from the Finance and Resources Committee to present the five-year budgets for 2025-30 to the full Board of Management on Wednesday 11 June 2025.

J Evans informed members that the format of the report is the same as over the past few years. She further informed members that there was no plan to update the College Operating Plan (COP) at the end of academic year 2025/26. The College has a balanced budget with modest targets as set out in the report.

She provided members with a detailed overview of her report and highlighted the Cladding Project that will be a key aspect of financial management over the next 5 years.

She drew members attention to page 8, table 3a, that provided the assumption base budget and scenarios. In addition, she highlighted the cash flow for the tenure of the budget as set out in table 3c.

The Chair noted that the Quarter Forecast reviews throughout the year are crucial to allow the College to respond to any issues timeously.

J Evans drew members attention to *Table 12 – Cladding Project* contained in the report that highlighted the preparations being made to fund the project. The Principal added that she had received correspondence from the Chief Executive of SFC, confirming that they are recommending to the Scottish Government that the College retains all the proceeds from the West End Campus sale; the College will receive an update on the progress from the discussions held between the SFC and SG.

I Patrick raised the issue related to future maintenance work if funding was removed from that pot of monies to assist paying for the cladding works; the detrimental impact on college buildings. J Evans confirmed that the Estates Department would still have its budget, the monies for the Cladding Project would come from capital maintenance funding.

The Principal highlighted that growth is a factor within the College's control and referred members to table 7 of the report. She noted that a modest figure related to growth had been set out as a target in the budget, however, she hoped there would be better movement on this; this might mitigate the need for staff cuts.

J Campbell also highlighted the wider political engagement being undertaken in the College; she and the Chair had been meeting with politicians to showcase the work the College is undertaking in relation to meeting the targets set out in the *SG Programme for Government*.

Members of the Finance and Resources Committee agreed to:

- i) note the contents of this report;
- ii) note that the Board is required to set a break-even budget in cash terms;
- iii) note that, based on the key assumptions detailed at section 2.2, the College is able to set a balanced budget for 2025/26 and for all of the four consecutive years up to 2029/30;
- iv) note the risks and mitigating actions highlighted at section 7; and
- v) endorse the draft five-year budgets for 2025-30 in order that these can be presented to the Board of Management for approval on 11 June 2024.

9. Review of Policies and Procedures

The Director of People & Culture and the Director of Estates & Corporate Services spoke to the content of the report that sought to apprise members of the outcome to the consultation on a review of policies and procedures in line with the Policy Review Schedule.

a) Letting Policy and Procedure

L Clark spoke to the content of the Letting Policy and Procedure, attached as appendix 1 to the report. She informed members that a complete review of this Policy had been undertaken as a result of an insurance conference she had attended.

She took members through the content and highlighted the new guidance and appendices within the Policy.

b) Policy and Procedure for Protection of Vulnerable Groups and Criminal Records Check

D Shiels spoke to the content of the Policy and Procedure. She informed members that the College had consulted with recognised trade unions and shared with a representative from Disclosure Scotland and the College legal advisors; their feedback had been added to the document. She highlighted the main changes, including legislative requirements, as set out in section 4 of the report.

c) Circular CC 02/25 – National Disciplinary Policy and Model Procedure

D Shiels spoke to the content of the circular that would be presented, for noting, to the Board of Management on 11 June 2025; this policy is legislative cannot be changed locally. In a response to a question from J McBride, D Shiels informed members that timescales could be set as part of the procedure following consultation with recognised trade unions.

d) Attendance Management and Support Policy and Procedure Update

D Shiels spoke to the content of the Policy and Procedure and provided members with an update on progress made following a review by key stakeholders.

She informed members that a revised version of the Policy and Procedure would be brought to the first meeting of the Finance and Resources Committee in academic year 2025/26.

Members of the Finance and Resources Committee agreed to:

- i) endorse the revised Lettings Policy and Procedure and note this will be presented to the Board of Management on 11 June 2025 for approval;
- ii) comment on and endorse the Policy and Procedure for Protecting Vulnerable Groups (PVG) and Criminal Records Check and note that this document will be presented to the Board of Management on 11 June March 2025 for approval taking cognisance of any feedback from the College legal advisor, Disclosure Scotland, the EIS-FELA and any comments from members of the Finance and Resources Committee;
- iii) note that the National Disciplinary Policy and model Procedure for support and lecturing staff shall be presented at the Board of Management on 11 June 2025 for noting;

- iv) note the Model Disciplinary Procedure is currently being assessed against the College's local Disciplinary Procedure to ensure that it meets the minimum standards set by the National document; and
- v) note the progress to date on reviewing the College's Attendance Management and Support Policy and Procedure and associated practice.

10. Interim Public Sector Equality Duty Report 2025

The Director of People and Culture spoke to the content of the report that sought to apprise members of the main areas which demonstrate that the College has made progress towards meeting its statutory obligations related to the Public Sector Equality Duty Report 2025.

D Shiels informed members that an interim Public Sector Equality Duty (PSED) Report 2025 had been published on the College's website with the caveat that it is subject to the approval of the Board of Management on 11 June 2025. The PSED Report is based on data from Academic Years 2022/23 and 2023/24 and includes: a Mainstreaming Report, including staffing data; Equality Outcomes and Action Plan; Pay Gap Information; and Equal Pay Statement.

She highlighted that equalities are embedded throughout all college activities.

The Finance and Resources Committee agreed to:

- i) note the content of this report;
- ii) comment on the interim Public Sector Equality Duty Report 2025, Appendix 1;
- iii) endorse the Public Sector Equality Duty Report 2025; and
- iv) note that the Public Sector Equality Duty Report 2025 will be presented to the Board of Management on 11 June 2025 for approval, subject to any amendments.

11. Annual Health and Safety Policy Review

The Vice Principal Operations spoke to the content of the report that sought endorsement for the annual review of the Health and Safety Policy.

She provided members with an overview of the changes made as set out in section 2 of the report. Members discussed the schedule for review of this Policy and agreed to continue to undertake this annually.

Members of the Finance and Resources Committee agreed to:

- i) to endorse the changes to the Health and Safety Policy attached at Appendix 1 and forward for approval and signature at the next Board of Management meeting.

12. Asset Disposal / Write Off

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

J Quinn informed members that the assets listed in appendix 1 were noted for disposal mainly due to the decommissioning of computer devices from the closed West End Campus. The list also includes apple devices that are no longer supported and have been replaced or retired.

L Clark reminded members that it had been approved to replace three college minibuses with two new leased vehicles. She sought approval from members to sell the three minibuses at auction and provided the detail of the valuations.

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.
- iii) pre-approve the write-off of Windows 10 assets to be replaced July/August 2025.
- iv) approve the sale of three minibuses at auction.

Items for Discussion and Noting

13. People and Culture Services Update

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

D Shiels provided members with a detailed update on employment relations; both UNISON and EIS-FELA.

In addition, she took members through the attendance management data and highlighted graphs 1-3 that provided long term and short-term absences in comparison with AY 2023/24; Qtr1, Qtr2 and Qtr3 in AY 2024/25 for comparison and Qtr3 in comparison to AY 2023-24 and AY 2024/25. She also provided an update on the cost of absence due to sickness to date.

She also provided an update on the enhanced service provided by the new Occupational Health Service Provider, Organisational Development & Wellbeing and Equality & Inclusion initiatives.

J McBride commented that the update on the OHS provider was positive. D Shiels provided members with a brief overview of ill health issues being dealt with that and members discussed.

I Patrick noted, with disappointment, the low attendance at the recent Staff Development Day (SDD) session held on 6 March 2025; it was 42%. He noted the amount of work that goes into organising these events. D Shiels added that they were currently reviewing how the programmes are delivered and agreed it is disappointing, in particular, when external trainers are invited into the College. The Principal added that ways to tighten up attendance would be reviewed.

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

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 on the Estates Capital Plan for 2024/25 which was almost fully concluded with a small carry forward of monies which had been approved by GCRB, the Estates Capital Plan for 2025/26, Cleaning Tender Award to Pristine Cleaning with the contract commencing on 1 June 2025, College Vehicles, Fire Risk

Assessment, Fire Compartmentation Survey and Fire Door Survey, Hydepark Residents – Update on Springburn Land Matter, Estates Projects – Springburn Campus, 5 Year Fixed Electrical Testing, Wintech Reports and Astute Fire Survey and Scottish Funding Council - College Infrastructure Strategy – Infrastructure Delivery Group.

She provided a summary of the content and highlighted that an Estates Capital Plan for 2025/26 had been produced and was attached as appendix 2.

She also noted that the matter in relation to the Hydepark Residents had been concluded and the land returned to its rightful owners.

J McBride congratulated those involved in the long and drawn-out matter regarding the land at Springburn.

Members of the Finance and Control Committee agreed to note the content of this report and its appendices.

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, and it covered Engagement with Sustainability, Funding, APUC Community Benefits Working Group, Public Consultation on draft Statutory Guidance for public bodies in relation to the climate change duties under the Climate Change (Scotland) Act 2009, Climate Adaptation Benchmarking Exercise, EAUC Biodiversity Strategy and Action Plan Guide and Tool, Campus Gardens Update, Library of Digital Sustainability Resources, Pilot Programme for Sustainability in Learning and Teaching, Letter to Public Sector Leaders from Cabinet Secretary for Net Zero and Energy, Heating in Buildings Bill Announcement, Sustainability Reporting - Scottish Government Guidance, Sustainable Development Goals and Green Gown Awards 2025.

L Clark highlighted the extensive work undertaken by the Environmental Sustainability Manager, engaging with students and securing funding applications. She added that the College planned to submit an application to the 2025 Green Gown Awards entitled 'Cycling for All' under the 'Diversity, Equity and Inclusion in Sustainability' category. Consideration would be given to submitting a second application if there was sufficient time to enable this.

J McBride referred to the photographs at Appendix B and asked if the vandalism at the Easterhouse Campus had been resolved. L Clark informed members that the College had secured the services of a local security organisation and that relations with youths were positive.

I Patrick commented on the excellent work being undertaken by S Shea, the Environmental Sustainability Manager. The Principal added that she had met with S Shea and was enthused by the initiatives she was leading on within the College.

L Clark noted that there was a plan to visit Dumfries and Galloway College to compare initiatives and share good practice.

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

16. Health and Safety Update

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

J Evans informed members that this is the last Finance and Resources Committee that G Lawson, Health & Safety Manager, would report to; he retires at the end of June 2025. She added that the College had successfully recruited his replacement.

She further informed members that Fire Risk Assessment (FRA) reviews for the three campuses were conducted week beginning 14 of April and the subsequent reports received on the 23 April; undertaken by a new organisation who have a different methodology than previous assessors. These comprehensive reports contained 142 recommended actions (tasks), of which 13 are complete, 45 are in progress and 84 have not yet started.

Members noted their thanks to G Lawson for the work undertaken on behalf of the College and wished him well on his retirement.

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

17. Annual Review: Risk Management Update and College Risk Register

The Director of Estates and Corporate Services spoke to the content of the report. She reminded members that it is normal practice for an annual review of the College Risk Register be considered at the end of each academic year. She noted that the report sought to ensure that members received the aforementioned annual review.

L Clark noted that the Audit and Risk Committee were content with the Risk Register, changes made, and risk management activities undertaken.

She informed members that the report would be considered by the Board of Management at the meeting being held on 11 June 2025.

Members of the Finance and Resources Committee agreed to:

- i) note the contents of this report, links and appendices; and
- ii) provide comments/suggestions for the College Strategic Risk Register.

Items for Information

18. Audit Scotland

- a) [Technical Bulletin 2025/1](#)
- b) [Briefing. Section 106: Numbers of charities and sets of accounts in 2023/24](#)

Members of the Finance and Resources Committee noted the items provided for information.

Items for Information

- 19. a) [Approved Risk Management Committee Minute 21 January 2025](#)
- b) [Approved Health and Safety Committee Minute 19 March 2025](#)

Members of the Finance and Resources Committee noted the approved minutes provided for information.

Risk, Equality and Data Protection - Discussion

20. 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 27 May 2025.

21. 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 27 May 2025.

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

Members agreed that no new equality management issues had arisen as a consequence of the business conducted at the meeting held on 27 May 2025.

23. 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 27 May 2025.

24. 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 27 May 2025.

As this was the last Finance and Resources Committee meeting that R Doyle would attend as a Chair and a member of the Board of Management, I Patrick thanked R Doyle for the work he had undertaken over the years.

25. Closure

The meeting closed at 6.55pm with the Chair thanking members for their attendance and contribution.

26. Date of Next Meeting

TBC

27. Finance and Resources Committee Annual Self Evaluation

This was a 'members only session' – College staff members departed the meeting.