

Glasgow Kelvin College
Board of Management
Finance and Resources Committee
Minute

Minute for the meeting held at 5pm on Tuesday, 4 June 2024, Room WG1, Springburn Campus

1. Sederunt

Robert Doyle (Chair – via MS Teams).
Heather McNeil (Vice Chair);
Ian Patrick;
Derek Smeall (Principal);
John McBride;
Steven Caldwell;
Iain Carmichael; and
Dr Marion Allison (via MS Teams).

In Attendance

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

2. Apologies

No apologies were received.

The Vice Principal Operations noted that Chris Meechan, Senior Accountant, was in attendance as part of his professional development. The Chair welcomed C Meechan to the meeting.

3. Terms of Reference

The meeting was quorate with 6 non-executive members in attendance.

4. Declarations of Interest and Connection

There were no declarations of interest or connections raised by members; connections are not minuted. The Chair reminded members that they could declare an interest or connection at any point during the meeting.

5. Minute of the Previous Meeting held on 5 March 2024

Members accepted the minute as an accurate record of the business conducted at the meeting held on 5 March 2024.

6. a) Matters Arising from the Previous Meeting held on 5 March 2024

There were no matters arising from the previous meeting.

b) Action Log

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

Members noted the actions highlighted in green and agreed they had been completed and could be removed from the Action Log.

7. Finance Report - NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of her report that sought to provide members with a comprehensive financial update. The report covered the Quarter 3 Forecast, Management Accounts at 30 April 2024, Debt, Student Support Funds, Procurement, Mid-Year Return (MYR) and Cash at 30 April 2024.

J Evans took members through, in detail, the executive summary at section 2 of the report.

She highlighted the improvement on the Quarter 2 Forecast and the improved position on the YTD AOR surplus within the Management Accounts. She noted that movements within the income and expenditure account are detailed in section 3.2 and 4.1 of the report.

She drew members attention to section 5.2 of the report and sought members approval to write off debt associated with students and employers. She highlighted that the majority of the debt related to the non-return of loaned devices by students. She added that the College had referred the outstanding debt to a debt collection agency to recover funds but without success. She informed members that loss of student devices was also covered at *Item 11 - Fixed Asset Disposal / Write Off* on the agenda.

In addition, she highlighted the financial impact that the ongoing EIS/FELA industrial action was having on the catering contractor, Baxter Storey. She added that she and the Director of Estates and Corporate Services had arranged to meet them to consider this further.

She noted that the projected underlying cash balance at 31 July 2024 is within the agreed revised cash target.

I Patrick noted the financial implications for Baxter Storey related to Industrial Action and added that they have provided a good service and have been involved in numerous projects for students since the beginning of their contract. The Principal also informed members that a number of self-funding students had requested a refund of their fees due to the high number of teaching days lost to strike action. Members discussed how best any savings in relation to salaries of staff participating in strike action could be used to mitigate such issues.

H McNeil commented on the positive outcome of the Procurement and Commercial Improvement Programme (PCIP) Pulse Check Life Assessment report and noted the gold standard performance rating. She congratulated those involved. J Evans echoed H McNeil comments and agreed to pass them onto the procurement staff. In a response to a question from L Ellison related to the refund from WOSCOP, J Evans informed members that the organisation had been dissolved 4 years ago.

The Chair thanked J Evans for her comprehensive and well written report.

The Finance and Resources Committee agreed to:

- i) note the Quarter 3 Forecast;
- ii) note the actual financial performance for the first 9 months of the year reflected in the Management Accounts to 30 April 2024;
- iii) note the College Debt position at 31 January 2024;
- iv) approve the bad debt write-off of student devices and Student Fees as detailed within the report;
- v) note the Student Funding position at 31 January 2024;
- vi) note the procurement update; and
- vii) note the Projected Cash Flow to 31 July 2024 as at 31 January 2024.

8. Draft Five-Year Budgets 2024-29 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought endorsement from the Committee to present the five-year budgets for 2024-29 to the full Board of Management on 12 June 2024 for approval.

J Evans noted that the budgets had been moved from three years to five years to align with the new Five-Year College Operating Plan (COP). She noted that the early response to the sector financial challenges, led by the Principal, and the production of the COP had allowed the College to plan and implement necessary steps, over a multi-year period, to ensure the financial stability of the College.

She took members through the content of her report and highlighted the key assumptions as set out in section 2.2 of the report. She noted that members were being asked to endorse the scenarios in principle, presented in table 3a and detailed in the attached as appendices 1-3. She added that the version of the five-year budget that will be presented to the Board of Management on 12 June 2024 will have the Budget, and scenario 1 replaced / updated; scenario 2 and 3 will remain. She noted this was due to the recent publication of the Public Sector Pay Policy (PSPP) on Friday 31 May; the SFC's FFR Guidance states that the College should assume PSPP guidance.

The Principal informed members that the five-year budget and COP are inextricably linked and will be presented as such to the Board of Management on the 12 June 2024. He reminded members of the numbers in reduction of staffing set out in the original five-year COP and provided a summary of the revised more positive projection set out in the new five-year COP. He noted that the new COP provides a five- year breakeven budget with a healthy Underlying Cash Result (UCR).

H McNeil asked that given staff costs are “80%” and that pension contribution costs have reduced, could the College plan for that going forward. The Principal informed members that this allowed, for the next three years of the five-year Plan, the College

to know the positive impact over the period, and plan accordingly. Furthermore, it allows the College to better plan and manage the timeline of any transition. J Evans added that the forecast related to staff pay has never been so complex. Members discussed the teaching staff pay award and the pay demand put forward by the EIS/FELA. D Shiels noted that the letters to staff accepting voluntary severance with go out imminently with termination dates and calculations included.

I Patrick commented that the report was well written and provided members with feedback from a Colleges Chairs' meeting he had attended with the Minister for Higher and Further Education.

In addition, he noted a job well done by the Executive Team in ensuring the financial stability of the College. He also noted, with a heavy heart, that this had to come at a cost to the core business of the College; learning, teaching and community provision. J Evans added that the Executive Team never lose sight of what the College stands for and continues to do all they can to invest in its students and communities. The Principal added that the "pain" endured by the College over the past three years has allowed the College to maintain its commitment to its students and communities.

M Allison commented that she was looking forward to reviewing the COP and the modelling for the coming five years. She raised the issue of other colleges, who had not put measures in place to mitigate the underfunding and financial constraints felt by the Sector, will be provided with additional cash support from the SFC; whilst colleges who have planned and managed their finances would therefore be penalised. Members discussed the point raised by M Allison.

In a response to a question from I Carmichael, the Principal informed members that not all colleges produce a five-year budget or operating / business plan, although it is recognised as good practice.

The Chair thanked J Evans for her report and members for their detailed discussions.

- 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 AY 2024/25 and for all of the consecutive years over the five-year planning period up to AY 2028/29;
- iv) note the risks and mitigating actions highlighted at section 7; and
- v) approve the five-year budgets for 2024-29 subject to minor adjustments relating to the final five-year budget and scenario 1 as agreed. The report will be updated prior to being presented to the Board of Management on 12 June 2024.

9. Review of Policies and Procedures

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

D Shiels took members through her report and highlighted the undernoted:

- No Smoking Policy for Approval – feedback had been received by EIS/FELA, Unison Trade Union Health and Safety representatives, staff and management. Minor changes were recommended and were listed in the report.
- Equality, Diversity and Inclusion Policy for Comment – following consultation no changes have been recommended for this document. This Policy will be reviewed by the Board of Management at their meeting scheduled to be held on 12 June 2024 with an extended review date of 31 July 2027;
- Policies covered by National Recognition and Procedures Agreement (NRPA)
 - Attendance Management and Support Policy for Approval – local consultation has been postponed pending the national process. Recommend the review date be extended to 31 July 2027.
 - Disciplinary Policy and Grievance Policy for Noting – this policy complies with legislative requirements. Recommend the review date be extended to 31 July 2027. The College will implement the national policies when published.
 - Family Friendly and Flexible Working Policy and Procedures – For Approval – the Policy has been amended to take account of new legislation, proposed amendments are noted in the report. Recommend the review date be extended to 31 July 2027.
 - Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure and Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks for Noting - both these policies will be considered by the Board of Management on 12 June 2024. The recommended review date is an extension to 30 September to allow for a review to be undertaken to take account of a change in management responsibilities; going from three faculties to two.

J Evans informed members that the Fees and Fee Waiver Policy, for approval by members, had been amended as per the changes listed in the report.

In a response to a question from I Patrick related to designated smoking areas on college campuses, the Principal informed that there is a demand for these by students and staff. He added the College would continue to undertake no smoking campaigns to encourage staff and students.

Members of the Finance and Resources Committee agreed to:

- i) approve the No Smoking Policy, the Attendance Management and Support Policy and the Family Friendly and Flexible Working Policy for immediate implementation and note that these documents will be reviewed by 31 July 2027 or earlier in light of legislative changes;
- ii) comment on the Equality, Diversity and Inclusion Policy, and note that this Policy will be presented to the Board of Management on 12 June 2024;
- iii) note the recommendation to the Board of Management for an extension to the review date for the Disciplinary Policy and Grievance Policy until 31 July 2027 pending the publication of the National Policies;
- iv) note the recommendation to the Board of Management that the Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure Policy and

Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks review date is extended to 30 September 2024;

- v) in respect of the Fees and Fee Waiver Policy 2024/25:
 - a. approve the Fees and Fee Waiver Policy as contained in Appendix 7: and
 - b. delegate authority to the Vice Principal Operations to amend the fee rates and eligibility criteria to align with SFC, SAAS and / or Scottish Government guidance/regulations in the event that these diverge from the proposed College rates for session 2023/24; and
- vi) note that a programme of refresher training is planned for managers in discipline and grievance and on how to conduct investigations.

10. Annual Health and Safety Policy Review

The Vice Principal Operations spoke to the content of the report and reminded members that the Health and Safety Policy is reviewed annually.

J Evans sought comment and endorsement from members of the Finance and Resources Committee to the Policy that would be considered, for approval, by the Board of Management on 12 June 2024.

She took members through the minor recommended amendments as listed in section 2 of the report. She noted that H McNeil had highlighted that at section 4.10.12 in the Policy it states that the minute of the Health and Safety Committee is circulated to the Board of Management for information; these go to the Finance and Resources Committee and not the Board of Management. She informed members that she would inform the Health and Safety Manager to allow for this bullet point to be updated prior to the Board of Management meeting.

Members of the Finance and Resources Committee agreed to approve the changes to the Health and Safety Policy attached at Appendix 1 and forward for approval and signature to the next Board of Management meeting.

11. Fixed Asset Disposal / Write Off

The Director of Digital and Information Services spoke to the content of the report that sought approval from members for the physical and accounting disposal of obsolete or missing assets. He reminded members that the College has an extensive Capital Investment Plan which includes the renewal and replacement of equipment which, in turn, requires the disposal of the items replaced.

J Quinn followed on from the conversation held whilst discharging Item 7 on the agenda in relation to the non-return of student devices. He provided members with a detailed overview of the mitigations taken by the College, the difficulties faced in recovering the devices and the measures being put in place for next academic year in this regard. He highlighted that continuing students had been informed that access to resources next academic year will be restricted until their loaned devices have been returned.

J McBride noted that this item also related to the report considered at Item 8, section 5, the equality section. He commented that the College are losing a high amount of devices and highlighted the cost to the College. He thanked J Quinn for taking

members through the planned mitigations for next academic year. Members discussed the cost to the College and the impact to future students in the reduction of service due to less devices available for loan.

L Clark provided members with a summary of the estate's assets disposal request associated with the sale of West End 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; and
- iii) approve the College disposing of unwanted furniture items in a sustainable way as far as it possibly can as per Appendix 2. Advice from APUC is being taken in this regard.

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 since the last meeting of the Finance and Resources Committee.

D Shiels took members through the content of her report that included Human Resource Management, Organisational Development and Wellbeing, Equality and Inclusion and Attendance Management

She highlighted employment relations noted at section 2 of the report and provided a summary of recent negotiations with both National Collective Bargaining and local matters between the College, EIS/FELA and Unison, this included consultation on changes to team structures.

She drew members attention to the attendance management statistics noted at section 5 of the report. She highlighted the significant increase in the absence figures for Q1, 2 and 3 of academic session 2023/24 as detailed in graph 3, page 9 of the report and the associated costs to the College noted in the report; members had requested that the costs to the College be added to the report. Members discussed the rise in absence figures and the associated costs.

D Shiels informed members that she and the new Head of Human Resources and Organisational Development planned to review the practicalities of the Attendance Management approach during academic year 2024/25.

H McNeil questioned if the extension to 2027 of the Attendance Management Policy, considered and approved at Item 8 on the agenda, would be affected by the above noted review. D Shiels informed that the Policy is fit for purpose, it is the approach and practicalities that would be reviewed in academic year 2024/25.

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

13. 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 matters.

L Clark took members through the content of her report that included Capital Planning/Expenditure for 2023/24, Campus Re-investment Project, West End Campus, Manned Guarding, Land at Springburn, SFC - College Infrastructure Strategy – Infrastructure Delivery Group, Baxter Storey – Catering Contractor and Estates Works.

She drew members attention to section 2 of the report – *Capital Planning / Expenditure for 2023/24*. She highlighted that there had been delays with contractors, materials and estates staff absences that had contributed to 5 of the 20 projects noted in the original plan, to not be fully concluded within the deadline; it is expected that these 5 projects will be completed imminently. She added that J Godfrey, Glasgow Colleges Regional Board, is aware of the delay.

She also highlighted that the SFC had approved the disposal of the College's West Campus and that she and J Evans were working with the lawyers to take this forward. Members discussed the sale of West Campus and the percentage of funds the College might expect in relation to the proceeds from the sale.

In response to a question from the Vice Chair, L Clark informed members that the legal costs associated with the land at Springburn were minimal and that further discussions and consideration would be given to move the boundary fence and associated items appropriately.

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

14. 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 since the last meeting of the Committee.

L Clark took members through the content of her report that included Funding Opportunities, Deposit Return Scheme, Student and Staff Engagement, Events & Networking, Vape Disposal Bins & Awareness, Biodiversity Duty Report, Scottish Government will not meet 2030 Deadline of Targets, Learning Network Sustainability Course, Climate Risk Register, Cycle Update, Green Timeline Wall and National Hedgehog Awareness Week.

She highlighted the exceptional work undertaken by the Environmental and Sustainability Manager in relation to her proactive approach to funding opportunities, student and staff engagement and events and networking.

I Patrick noted that the activities outlined in the report contributed to the overall positive experience of the students at Glasgow Kelvin.

J McBride noted that he had seen the engagement related to National Hedgehog Awareness Week on the College's social media. J Evans added that students and staff participated and enjoyed the interaction with the hedgehogs.

The Chair thanked L Clark for her report and noted it was good to see the activities being undertaken.

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

15. Digital Transformation Strategy – Four Year Update

The Director of Digital and Information Services spoke to the content of the report that sought to provide members of the Committee with an update on the progress on year four of the Digital Transformation Strategy.

J Quinn took members through the content of his report. He noted that as with other teams across the College it had been a challenging year financially, trying to complete initiatives whilst making savings. He noted that despite the challenges the ICT budgets were delivered on target.

He provided members with a summary of the initiatives undertaken and the achievements made to progress the Digital Transformation Strategy.

He noted the expansion of the Lapsafe self-service system, and the 200 laptops purchased using SFC Digital Poverty funding. He also noted that a new staff intranet had been developed and launched, the use of Artificial Intelligence (AI) continued to be monitored and that the Cyber Essentials Plus certification was getting harder to achieve; the College continues to comply and pass the audits involved in the certification process.

In addition, he highlighted the work undertaken by the Power BI Steering Group and the planned work with curriculum teams in this area.

The Chair noted that AI had been added to the College Risk Register. He asked if there was any opportunities for the College to use AI, J Quinn responded that it can be used for teaching staff to produce materials and for coding; as the College becomes leaner it will be beneficial.

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

16. Academic Year 2023/24 Annual Review: Risk Management Update and College Risk Register

The Director of Estates and Corporate Services reminded members that it is normal practice College's Strategic Risk Register is considered at every meeting of the Audit & Risk Committee, Risk Management Committee, is considered twice per year by the Board of Management, once per year by each of the other formal Sub Committees of the Board and reviewed by the College's Senior Management Team at least once a Quarter. She noted that it had been considered by the Learning and Teaching Committee and the Audit and Risk Committee and would be considered at the Board of Management meeting scheduled to be held in August 2024.

She took members through the content of her report and highlighted the College's Strategic Risk Register attached as appendix 1 to the report. In addition, she highlighted the context the College was working in as listed in section 3 of the report.

Members of the Finance and Resources Committee agreed to:

- i) note the comments of this report, appendices and links; and
- ii) provide comments/suggestions in relation to the College's Strategic Risk Register.

17. **Health and Safety Update**

The Vice Principal Operations spoke to the content of the report that sought to provide members with a brief update on the Health and Safety performance across all College locations and activities since the last Finance and Resources Committee and planned activities.

J Evans provided members with a summary of the report and highlighted the current year accident and incident statistics at section 2.1 of the report. **She added that a discussion had been held at the pre-meeting with the Chair and Vice Chair and it was noted that 2/3rds of accidents or incidents related to females. She informed members that she would consider this further with the Health and Safety Manager and feedback any patterns identified to members.**

In addition, J Evans highlighted that a lot of training had been undertaken with regard to First Aiders and Fire Wardens and noted that all three campuses have full fire warden and first aid cover allowing for them to remain open during periods of industrial action.

She also provided members with detail of an incident with a student that took place in the brick workshop at the Springburn Campus on 29 May 2024; this resulted in considerable damage to the workshop area. She informed members that the Health and Safety Manager was currently undertaking an internal investigation; there was also involvement by police and a subsequent insurance claim would be made by the College.

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

Audit Scotland

18. a) [Technical Guidance Note TGN/SFI/24 \(audit.scot\)](#)
b) [Technical bulletin 1: January - March 2024 PDF 358Kb](#)
Members noted the content of the Audit Scotland publications.

Items for Information

19. a) [Health Safety Minute - 21 February 2024.pdf](#)
b) [Health Safety Minute - 13 March 2024.pdf](#)
c) [Risk Management Minute - 30 January 2024.pdf](#)
d) [College Indicative Funding Allocations - 2024-25-Announcement-1.pdf](#)
e) [Letter from Scottish Government re. West End Campus - 10 May 2024.pdf](#)

As no questions or comments were made related to information items 19a – 19e, these were noted.

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 4 June 2024,

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 4 June 2024.

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

Members agreed that no new equality issues had arisen as a consequence of the business conducted at the meeting held on 4 June 2024.

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 4 June 2024.

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 4 June 2024.

25. Closure

The meeting closed at 7pm with the Chair thanking members for their attendance and contribution.

Members of the Finance and Resources Committee remained in the room and on MS Teams to undertake the Committee's annual self-evaluation exercise; members of staff left, including the Principal.

26. Date of Next Meeting

TBC