



Glasgow Kelvin College
Board of Management
Finance and Resources Committee

Minute

Minute for the meeting held at 5pm on Tuesday, 28 November 2023 via MS Teams

1. Sederunt

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

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;
Alan Carr, Head of Finance; and
Annette McKenna, Governance & Executive Support Manager for recording purposes.

2. Apologies

No apologies were received.

3. Terms of Reference

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

4. Declarations of Interest and Connection

No declarations of interest were noted.

5. Minute of the Previous Meeting held on 26 September 2023

The Director of People and Culture requested the undernoted amendments.

Current text: Remove Item 9 para 5 and replace with:

Amendment: D Shiels confirmed the College's existing long-standing relationship with the provider and that the College was able to negotiate a contract with them which was approved by both Glasgow College's Regional Board (GCRB) and Scottish Funding Council approval.

Current text: Remove Item 9, para 6, last sentence and replace with:

Amendment: I Patrick asked if this had been accounted for and D Shiels advised that the one hundred and fifty hours was part of the agreed National Terms and Conditions for teaching staff.

The minute of the previous meeting was approved subject to the above noted amendments.

6. **a) Matters Arising from the Previous Meeting held on 26 September 2023**
There were no matters arising from the previous meeting.

b) Action Log

i) Finance and Resources Committee Action Log as at November 2023

H McNeil noted that the action related to the review of the staff induction survey questions had been omitted from the action log. D Shiels agreed to take this forward.

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.

J Evans took members through the Q1 Forecast at section 3 of the report and highlighted the multiple adjustments shown in table 3.2 of the report. She added that despite the number of changes the budget position had improved. She noted an improved cash position against that set in the budget; it was a positive Quarter 1 Forecast but not without challenges.

She informed members that a donation from the Arms Length Foundation (ALF) would still be sought, as intended, to support the College Operating Plan (CoP) but it may be less than planned.

She highlighted the assumptions made in relation to staff costs and staff cost savings, as detailed in table 3.2, note 4. She noted the projected benefit / savings in relation to the Strathclyde Pension Fund costs that are partially offset by an increase in SPPA costs.

In addition, she highlighted that the staff pay award had not yet been settled but an accrual had been built into the budget, the budget assumption had not been changed. The Principal commented that the modelling undertaken by the College in this area had been prudent and over the three-year period of the pay award there was no increased risk.

J Evans asked members for comments or questions related to the Q1 Forecast prior to her presenting the rest of her report.

I Carmichael referenced table 3.2 and note 6 and noted the targeted savings in Other Operating Expenditure - Core had been "removed" i.e. authorisation had been granted to budget holders to "overspend" on original budget to the value of the original required savings. This was facilitated by other favourable movements across College Income and Expenditure (I&E). He asked if this was the only part of

the budget that had targeted savings. J Evans informed members that this was the only non-staffing part of the budget that had a real cash reduction in expenditure. Other non-staffing budgets were expected to manage within reasonable inflationary costs. She was comfortable with the adjustments made and that overall I&E was favourable.

The Principal added that budget holders had been managing through severe austerity regarding their budgets and that the College was now in a position to take a more reasonable approach to that expenditure as part of the Q1 reforecast process.

In a response to a question from I Carmichael, J Evans informed members that there is a possibility due to the improvement in projected underlying cash that the ALF would be asked for an “up to” amount donation and it would not be used if not required.

I Patrick noted that the Board accepted there was a requirement to reduce staffing but if the projected improved budget position comes to fruition would that change the target of 27 for Voluntary Severance. J Evans informed members that this is being tracked alongside the expression of interests and vacancies are not being filled. If more staff go through VS this year it takes more pressure off next year. She is optimistic that targets for the year can be achieved. The Principal added that it might be up to 27 for VS and that so far there had been 42 notes of interest; consideration and discussion was required, securing the College cash position is a priority.

Members discussed the possible impact on the curriculum offer to students due to the reduction in staff whilst balancing the College budget and what the College stands for.

J Evans took members through the remainder of her report and highlighted the following:

- positive improvement in the management accounts;
- bad debt is well controlled. She added that members were being asked to approve the bad debt write-off in student fees of £1,243;
- student funding had been underspent over the past few years, interestingly however this year as the rates have risen so has retention; less withdrawals. The intention is to request further funding from the SFC as our funding reduces;
- procurement is making good progress;
- the cash position remains a priority.

The Chair thanked J Evans for her comprehensive report.

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 2023;
- iii) note the College Debt position at 31 October 2023;
- iv) approve the bad debt write-off of £1,243 in Student Fees;
- v) note the Student Funding position at 31 October 2023;
- vi) note the procurement update;

vii) note the Projected Cash Flow to 31 July 2024 as at 31 October 2023.

8. **Annual Procurement Report 2022-23**

The Vice Principal Operations spoke to the content of the report. She reminded members that the report was normally considered annually by the Committee in February of each year. She added that there is a requirement for the report to be published to the College website by the end of the calendar year, therefore, going forward, this report would be considered annually at the November meeting of the Committee.

She provided members with a summary of the report and informed members that the report is produced by APUC and the categories are determined by EU legislation and frameworks. She added that APUC are supporting the College well.

J McBride asked if the community benefits in section 3 of the report had to be over a £4m level due to EU legislation. J Evans informed that yes there is a requirement by EU legislation and that the College asks for this in most of its tenders and evaluate based on the benefits. She added that they also consider fair working practice and environmental benefits.

H McNeil asked in terms of contracts under £4m, what percentage does the College receive community benefit and the numbers involved. J Evans agreed to liaise with the Procurement Team and add this information to the next procurement report considered by the Committee.

I Carmichael commented the report is comprehensive and a lot of time must go into its preparation. J Evans informed members that most of the report is updated from a standard proforma from the previous year and is produced by APUC who track contracts well. She noted it shows compliance and provides comfort for Board members.

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

9. **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 People and Culture Services matters that included, Human Resource Management, attendance management statistics and Organisational Development.

D Shiels informed members that EIS/FELA and Unison were currently nationally balloting their members for industrial action, including ASOS for EIS/FELA, on the staff pay award. She drew members attention to appendix 1 and noted that Colleges Scotland produced the communication that was tweaked by the College and sent to staff.

She further informed members that the College was currently consulting with Unison on changes to the Finance and Funding Team, potentially ICT and Digital Services Team and Admin & Secretariat and Estates Team re. proposals to remove manned guarding at Easterhouse and Springburn Campus and close these buildings during break times; this is something other colleges are moving towards.

She highlighted the changes to the Human Resources Team and noted the three resignations had provided an opportunity to review the structure of the team. She provided a summary of the revised structure. I Patrick commented that he was sorry to see the Human Resources Manager leave the College as she had been a great support to the Board of Management over the years and formally thanked her on their behalf. M Allison echoed I Patrick comments.

She informed members that 42 notes of interest for VS had been received.

She provided an update on Organisational Development activities and noted the attendance at the Welcome Back event and Staff Development Day held recently.

In addition, she provided a summary of the attendance management statistics running at 5%; teaching staff down and support staff up.

I Patrick commented on the consideration of the closure of the Easterhouse and East End Campuses over the Easter, summer and October week breaks. He added that he understands the savings on building costs involved but noted the possible implications for staff, students and the communities. He added that he would be interested in a report being considered by the Board of Management with more detail on the proposal, reviewing the pros and implications on why this is necessary. J Evans informed members that this proposal was still currently being discussed with staff and the theory was with teams getting smaller staff would work from Springburn over the breaks; it is about resources as well as the financial benefits. She added that estates, contractors and ICT staff would still be onsite at both campus buildings. She added that this does not change staff terms and conditions.

J McBride echoed I Patrick's comments and also requested a more detailed paper to a future meeting of the Board of Management detailing the positive and negative impact on the community. M Allison added that a full community impact assessment should be undertaken to take views of partners and learners. She highlighted the possible reputational risk if full consideration of the community and learners' needs were not considered.

The Principal informed members that there are no teaching staff in the 2 campus buildings over the summer, no learning and teaching takes place. He added that footfall is practically non-existent. He agreed that a report would be brought to a future meeting of the Board and a community impact assessment would be undertaken.

J Evans provided reassurance to members that discussions had been held with the community groups who used these buildings. She added that they had been offered an alternative at the Springburn campus and all were content to move with the exception of a church group that used the East End Campus on a Sunday who had secured alternative accommodation and thanked the College for their support over many years; all groups have moved and are content with their move / facilities. She noted that the College would continue to keep the Easterhouse Campus open late three nights per week to accommodate the HUB at the cost of the College; actively engaged with all involved.

I Patrick noted the success in reducing early withdrawals and added that the 'keep warm' activities had assisted with this; delivered results. He asked if academic staff were involved with this initiative over the summer. D Smeall informed members that teaching management staff were involved, not teaching staff. It was support staff teams who undertake this role over this summer.

M Allison noted that it might be worth considering other options, for example, to offer the use of the College over the summer to Glasgow City Council.

H McNeil added that it was clear work had been going on in the background that members were unaware of and added that maybe when it is an item for contention, like this, work and discussions already held be included in the report; this would assist discussions.

J McBride asked D Shiels if 56% of staff participating in the Welcome event was disappointing. D Shiels informed that figure included staff who participated in person or online with another 20% who dipped in and out of sessions; over 70% in total. She added that some staff did not work that day, on holidays or long-term sick. She noted that going forward the new HR software system will collect this information more distinctly.

J McBride noted that he anticipated an interim update on the costing information of staff absence to be included in the report whilst awaiting the implementation of the new HR software, as requested and discussed at the last meeting of the Committee. D Shiels added that the new HR software system will provide this information and will be included in the next report to the Committee; the software system will provide the overall costs of staff absence but not the costs incurred to cover the post.

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

Action: a report will be produced, for a future meeting of the Board of Management on the pros and implications of closing the East End and Easterhouse Campuses over Easter, summer and October week breaks, including an Equality Impact Assessment.

10. Estates and Capital Update Report

The Director of Corporate Services spoke to the content of the report that sought to update members in relation to estates and capital matters that covered: capital planning / expenditure for 2023/24; Campus Reinvestment Project; West End Campus; manned guarding; Land at Springburn; SFC unallocated college capital maintenance fund for FY 2023/24; and College Infrastructure Strategy – Infrastructure Delivery Group.

She highlighted the following:

- the Campus Reinvestment is progressing well
- tenders for the work required in relation to Capital Plans are out at present;
- West End Campus is being marketed by Graham & Sibbald and there has been two open days that have went well;
- There has been no response from HydePark Residents Association; the College cannot currently use this ground or the Cycle Hub;

- Communication had been sent to the SFC related to funds available to fix the cladding panels at the Springburn campus. A technical analysis had been undertaken and there were no health and safety issues identified. More tests will be undertaken;
- Infrastructure Strategy - J Evans sits on the Colleges Infrastructure Delivery Group; and
- The capital planning / expenditure is detailed in appendix 1.

J McBride asked when it was anticipated that the College would see savings from vacating West Campus as he had noted that the marketing campaign had only began on 1 November 2023. J Evans informed members that it had been hoped that the building would be marketed over the summer but there was a delay in obtaining a definitive answer from the SFC re. possible lease of the building; realistically the lease or disposal of the building could take up to two years. The Principal echoed J Evans comments.

J Evans added that in the first round of VS estates staff applications could not be considered as the West Campus was still open. She noted that now with the exit from West and the proposed changes to the manned guarding, some members of estates can take advantage of the offer, saving on staff costs. She added that savings on utilities are also being made.

Heather McNeil commented that her recollection was when the proposal previously came to the Board of Management, baseline maintenance, staffing, utility and ancillary cost savings were discussed and approved. No monies from the disposal (sale or rent) of the building were assumed and therefore any such monies would be a "bonus".

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

11. Environmental and Sustainability Update

The Director of Corporate Services spoke to the content of her report that sought to update members on environmental and sustainability matters.

L Clark informed members that the College had submitted a successful application to Cycling Scotland for a second Campus Cycling Officer; the Environmental and Sustainability Manager was actively involved in the application process.

She highlighted that the work related to the £2.6m funding from Scottish Central Government Energy Efficiency Grant had been awarded to Ameresco and being project managed by Watts.

She further informed members that the College had been shortlisted for a Green Gown award in the category of *Next Generation Learning and Skills* and the ceremony was being held on 30 November 2023. She added that various initiatives undertaken by the College in relation to environmental and sustainability will be displayed on a Greenwall timeline located at the Springburn Campus, including the Green Gown award if the College is successful.

In a response to a question from I Patrick, L Clark informed members that the College was likened to Dundee and Angus College in this area and that this is a huge credit as they have a lot more resources. She added that the College's Public Sector Climate Change Duties Report is more populated than other colleges. She noted that S Shea, the Environmental and Sustainability Manager had been successful in obtaining substantial funding for the College. The Chair commented that the appointment of S Shea had been valuable to the College. Members agreed and complemented the work undertaken in this area.

The Principal informed members that he was writing to Graeme Dey, Minister for Higher and Further Education to invite him to the College to officially open the College's Green Academy.

Members agreed to note the contents of the report and its appendix.

12. Health and Safety Update

The Vice Principal Operations spoke to the content of the report that aimed to provide a brief update on the Health and Safety performance across all college locations and activities to date for the academic year 2022-23.

J Evans apologised that the accident and incidents had been omitted from the report and noted it had been updated and reissued. She added that the report, as requested by the Committee, noted quarterly activities and that a cumulative position would be included in the annual report.

She highlighted the incidents by type, location, those affected, and the outcomes as noted on page 1 of the report.

In addition, she highlighted that the Health and Safety Manager had undertaken training for managers during the recent periods of industrial action and that this allowed the College to keep all three campus buildings open safely and legally.

She added that a meeting of the Incident Management Team had been held to discuss the impact of the changes related to Martyn's Law and that the team are working through any required amendments to the Business Continuity Plan.

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

13. Audit Scotland Publications

- a) <https://www.audit-scotland.gov.uk/publications/the-scottish-governments-workforce-challenges>
 - b) <https://www.audit-scotland.gov.uk/publications/tough-decisions-ahead-on-climate-change>
 - c) [CS Budget Submission 2024-25 Final.pdf](#)
- Noted no questions.**

No questions or comments were made in relation to item 13a – 13c, therefore members noted the content of the reports.

The Principal informed members that he was providing evidence, on behalf of Scotland's College Principals', to the Public Audit Committee on the Audit Scotland

report, Scotland's Colleges 2023. He agreed to provide an update in his Principal's Update report that will be considered at the Board of Management meeting on 13 December 2023.

Items for Information – no questions, noted.

14. [Item 14a - Risk Management Minute 15 August 2023.pdf](#)
[Item 14b - Approved Minute of Health Safety Committee - 04 October 2023.pdf](#)
[Item 14c - Scotlands Colleges 2023 Briefing Paper - September.pdf](#)
[Item 14d- FoAI - Colleges Scotland - October 2023.pdf](#)
[Item 14e - PiP - Strathclyde Pension Fund - September 2023.pdf](#)

As agreed by members at the beginning of the meeting, and as no questions or comments were made related to information items 14a-14e, these would not be discussed.

Risk, Equality and Data Protection - Discussion

15. **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 28 November 2023.
16. **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 28 November 2023.
17. **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 28 November 2023.
18. **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 28 November 2023.
19. **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 28 November 2023.
20. **Closure**
The meeting closed at 6.25pm with the Chair thanking members for the attendance and contribution.
21. **Date of Next Meeting**
5 March 2024 via MS Teams