

**Glasgow Kelvin College**  
**Board of Management**  
**Finance and Resources Committee**  
**Minute**

**Minute of the meeting held at 4pm - 5pm on 30 November 2021 via MS Teams**

**1. Sederunt**

Laura Birch (Chair)  
Ian Patrick  
Derek Smeall  
Heather McNeil  
Stephen Birrell

**In Attendance:**

Linda Ellison, Secretary to the Board  
Jeanette Evans, Vice Principal Operations  
Lisa Clark, Director of Corporate Services  
Alan Carr, Head of Finance  
Doreen Shiels, Director of Human Resources  
Annette McKenna, Governance & Executive Support Manager (recording purposes)

**2. Apologies**

Apologies were received from Robert Doyle and Dr Marion Allison.

**3. Terms of Reference**

The meeting was quorate with five members in attendance.

**4. Declarations of Interest**

There were no declarations of interest noted by members.

The Chair reminded members that they could declare an interest during the meeting.

**5. Minute of the Previous Meeting held on 7 September 2021**

The minute for the above noted meeting were accepted as an accurate record of the business conducted on 7 September 2021.

**6. a) Matters Arising from the Previous Meeting held on 7 September 2021**

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

**b) Action List**

**i) Finance and Resources Committee Action Log as at November 2021**

The Vice Principal Operations informed members that she would circulate the Scottish Funding Council additional funding template to members.

## **7. Finance and Resources Terms of Reference, Policy and Strategy Review**

The Secretary to the Board spoke to the content of the report, which sought endorsement from members in relation to a minor change to the Committee's Terms of Reference. L Ellison advised that the change made was following on from the decision taken at the October 2021 Board Meeting, delegating authority for routine changes made to policies being approved by the relevant Board Standing Committee.

L Ellison advised that this action formed part of formal governance arrangements and drew members attention to appendix 2 within the report, which detailed the College policies and strategies and the suggested Standing Committee's that would approve routine changes going forward. She added that the Board of Management would approve the proposed reporting framework at the meeting being held on 13 December 2021.

Members of the Finance and Resource Committee agreed to:

- i) note the contents of this report and its appendix;
- ii) endorse the Terms of Reference for the Finance and Resources Committee as contained within Appendix 1; and
- iii) consider and endorse the list of policies and strategies that the Finance and Resources Committee will approve in future (if there are no material/substantial changes to these).

## **8. Finance Report**

The Vice Principal Operations spoke to the content of the report that sought to provide members with a comprehensive update on Management Accounts to 30 September 2021, Debt at 31 October 2021, Student Support Funds at 5 November 2021 and Cash at November 2021.

J Evans took members through, in detail, the content of her report. She highlighted that fortunately the College is not in the financial position it was in this time last year. She noted the challenges faced by the College and the sector.

In addition, she further highlighted the positive trajectory in terms of the accounting surplus for the YTD variance at September 2021, departmental costs and other operating expenditure. She informed members that the bad debt position had significantly improved on the same period of last year; this included the write off for student fees. She provided members with a summary of student support funds.

The Chair reminded members that the bad debt write off was required to be approved by members.

Members discussed and welcomed the positive snapshot in comparison to last year's figures at this time.

A point was raised regarding the scheduling of meetings going forward to allow members to consider the Quarter 1 and 2 Forecasts. In addition, it was proposed that when looking at updating the Board calendar for session 2022 the new timeline of dates for submissions, due to the pandemic, and draft minutes of the Standing

Committees to the Board of Management should be reviewed to ensure the reports would be ready in time for the relevant Standing Committee.

Members of the Finance and Resources Committee agreed to:

- i) note the financial performance for the first 2 months of the year reflected in the Management Accounts to 20 September 2021;
- ii) note the College Debt position at 30 October 2021;
- iii) approve the bad debt write-off of £3,417.44 in Student Fees;
- iv) note the Student Funding position at 5 November 2021; and
- v) note the Projected Cash Flow to 31 July 2022 as at November 2021.

#### **9. Estates and Sustainability Strategy: 2022-2027**

The Director of Corporate Services spoke to the content of the report that sought endorsement from the Committee for the recently produced Estates and Sustainability Strategy for 2022-2027.

L Clark provided members with a summary of the content of the Strategy and informed members it had been developed over the past few months to align with the requirements of the curriculum. She added that it was a concise document that showed the plans for the College estate over the next five years and included the development of Green Kelvin.

Members commented that the Strategy was a positive document that related to the discussions held at the recent Board Risk Management session in relation to the need for environmental sustainability moving forward.

A member commented that the Strategy reflected the ambitions of the College. They added that it could include what the College could offer in terms of green opportunities; jobs, how learning will change and how this will affect the local communities. L Clark agreed to take these comments forward and to add clarity on the purpose of Green Kelvin.

The Principal informed members that going forward a streamlined set of supporting strategies are being produced in a concise format to allow them to be clearly cross referenced to the overarching College Strategic Priorities. He reminded members that the draft College Strategy 2022-2027 would be considered at the Board of Management meeting being held on 13 December 2021. He added that a new Planning Framework is being established that will help integrate the College and supporting strategies and will include the introduction of a College Scorecard.

Members discussed the revised Planning Framework including the College Scorecard and how it would work, how the implementation of the strategies would be measured and monitored. The Principal added that a micro session with Board members would be required when the draft Planning Framework had been finalised. He also informed members that the longer term plan was to develop the College Scorecard into a digital dashboard.

In a response to a question, the Principal informed members that Glasgow Colleges Regional Board is moving slowly with regard to sustainability. He added that the College is being proactive and will work collaboratively with them when appropriate. Members of the Finance and Resources Committee agreed to:

- i) note the contents of this report and its Appendix; and
- ii) endorse the Estates and Sustainability Strategy: 2022-2027.

**Actions:**

- **Director of Corporate Services agreed to take forward comments made by members;**
- **The Principal to facilitate a micro session with Board members on the draft Planning Framework when finalised.**

**10. Financial Strategy**

The Vice Principal Operations spoke to the content of the report that sought endorsement for the Financial Strategy 2022-2027 that would be considered by the Board of Management for approval at the Board meeting being held on 13 December 2021.

J Evans informed members that the Strategy had been developed with more focus on supporting students and learning and teaching. She added the format was in line with the College new structure for strategies.

In a response to an observation by a Board member, J Evans agreed to amend the wording at strategic objective C3 to show that College would seek additional funding from the ALF when required.

Members of the Finance and Resources Committee agreed to:

- i) note the contents of this report and its Appendix; and
- ii) approve the Financial Strategy: 2022-2027.

**Action – Vice Principal Operations to amend the wording in objective C3 related to additional funding from the ALF.**

**11. Revised Policies and Procedures**

The Director of Human Resources spoke to the content of the report that sought to apprise members of the outcome of the review of three of the College policies and invite comment prior to the policies being approved by the Board of Management.

D Shiels took members through the timeline for consultation with unions, staff, students and managers on the three policies; Lone Working Policy, Professional Learning and Development Policy and Dignity and Respect Policy.

She provided members with a summary of the changes made to the policies, as noted in the report, as a result of consultation.

A member raised a question on how the College managed lone working for staff who are physically not in the College campuses and are currently working from home and the psychological issues this might present. D Shiels informed members that the College have a number of staff who are working from home and support is provided by managers, initiatives set by the Health and Wellbeing Group and the attendance management process. She added that managers are trained to deal with these issues and look for solutions and ways to support staff.

D Shiels added that home working had been included in the Lone Working Policy and managers have put additional checks in place with their staff. In addition, a hybrid working guidance document had been circulated to staff and a link is included in the Lone Working Policy.

The Principal added that D Shiels and her team have a framework in place to provide practical support and advice to staff and managers.

Members of the Finance and Resources Committee agreed to note:

- i) note the content of this report and its appendices;
- ii) provide feedback on the policies;
- iii) endorse the revised policies and procedures subject to any amendments required by the Committee; and
- iv) note that the revised draft policies and procedures will be placed on the agenda of the Board of Management, 16<sup>3</sup> December 2021, subject to any amendments required by the Committee.

## **12. Capital and Sustainability Update**

The Director of Corporate Services spoke to the content of the report that sought to provide an update to members in relation to Estates Capital Expenditure for 2021/22 and environmental/sustainability matters.

L Clark provided members with a summary of the content of her report that included capital planning / expenditure 2021/22, Public Sector Climate Change Duties Report, Environmental Sustainability Manager – funding application to Glasgow Kelvin Learning Foundation – SCIO, water saving, COP26 and the Green Gown Awards Outcome.

The Chair thanked L Clark for her report and noted disappointment in not winning the Green Gown Award but added that it was a huge achievement to get to the final and thanked all involved.

Members of the Financial and Resources Committee noted the content of the report and its appendices.

## **13. Human Resources Update**

The Director of Human Resources spoke to the content of the report that sought to provide members with an update on Human Resources related matters.

She provided members with a summary of the content of her report that included employment relations, General Teaching Council, policy development, Report and Support and Investing in Transformation and Renewal – Human Resources.

In response to a question and request from a member, the Principal agreed to produce, in collaboration with the Director of Human Resources, a report on the Employers Association (EA) meetings held in November 2021 for the Board meeting being held on 13 December 2021.

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

**Action: The Principal and Director of Human Resources to produce an update report on the Employers Association meetings held in November 2021 for the Board of Management meeting being held on 13 December 2021**

- 14. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda**  
Members agreed that no new risk and assurance issues had arisen as a consequence of the business conducted at the meeting held on 30 November 2021.
- 15. 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 30 November 2021.
- 16. 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 30 November 2021.
- 17. Closure**  
The meeting closed at 5pm with the Chair thanking members for their attendance and contribution.
- 18. Date of Next Meeting**  
8 February 2022 at 5pm