

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

**Minute of the meeting scheduled to be held at 6pm on Tuesday, 25<sup>th</sup> November 2025,  
via Microsoft Teams.**

**1. Sederunt**

John McBride, Chair  
Steven Caldwell  
Ian Patrick  
Joanna Campbell, Principal  
Marion Allison  
Maria Bradshaw

**In attendance:**

Heather Jackson, Secretary to the Board of Management  
Jeanette Evans, Vice Principal Operations  
Lisa Clark, Director of Estates and Corporate Services  
Alan Carr, Head of Finance  
Chris Meechan, Senior Accountant  
Doreen Shiels, Director of People and Culture  
Michael Lacy, Minute Taker

**2. Apologies**

Martin Booth and Jacquelyn Stewart.

**3. Terms of Reference - Finance & Resources Terms of Reference**

The meeting was quorate with 4 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 30<sup>th</sup> September 2025**

Members accepted the minute as an accurate record of the business conducted at the meeting held on 30 September 2025.

**6. a) Matters Arising from the Previous Meeting held on 30<sup>th</sup> September 2025**

No matters arising from the previous meeting.

**b) Action Log  
Finance and Resources Committee Action Log as of September 2025.**

I Patrick asked for an update on the issue of a union appointed board member.

D Shiels replied to explain that it will depend on if GMB sign up with the NRPA. The legislation says that a union representative board member must have a connection to the College.

I Patrick replied to say that this position has been missing since February 2025 through no fault of anyone and that is in an inter union issue. J McBride agreed stating that C Breathnach had mentioned this.

J Evans referred to the Annual Report and Financial Statements document that she had produced and explained that she had noted within this document that M Shepherd attendance had ended. She went on to explain that M Shepherd is not now not invited to meetings and she is not sent papers as she does not represent UNISON i.e. the post she had been holding. J Evans highlighted that she was transparent with what she has done in this regard.

I Patrick replied to say that we are aware of this matter and it was duly noted.

J Campbell confirmed that this had been mentioned at the board and it was correct to note this in the minute, however, it was not in our gift to fix this as it was a matter for unions.

Members noted the content of the Action log and matters contained therein which would be addressed as part of the agenda.

**Items for Approval/Endorsement**

**7. Review of Policies and Procedures**

**a) Fees and Fee Waiver Policy**

The Vice Principal Operations spoke to the contents of the report.

J Evans began by discussing the Fee Waiver Policy which is update every year with the new fees publicised accordingly. J Evans noted that other colleges have decided on a 5% uplift. J Evans further explained that non-standard fees are used to develop rates for business courses. J Evans discussed debt pursual which is done through a debt collection agency.

Members of the Finance and Resources Committee agreed to:

- i) approve the Fees and Fee Waiver Policy 2026-27 contained at **Appendix 1**; and
- ii) 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 2026/27.

b) **Recruitment and Selection Policy**

The Director of People and Culture spoke to this report.

D Shiels highlighted the review that had been undertaken of this policy. She explained that it has been shared with legal advisors and union representatives, with their feedback incorporated and pointed out the changes that had been made detailed on page 2 of her report. She referred to constructive feedback and how this is aimed to assist internal candidates. D Shiels explained that the College does not currently provide training and development for staff who are part of a selection panel. The ownership of this policy lies with board of management with the policy due to go to the board on the 10 December 2025 for their approval.

J McBride asked members for any comments or feedback pointing out the short window between now and the board meeting.

M Allison commented that she thought the policy was incredibly detailed. She mentioned that the new process had been operational for a while with the feedback being anonymised to encourage honest returns. This may mean that any noticed change in demographics may be due to the anonymised nature of the feedback.

D Shiels replied to say that we have always had a diverse group of applicants.

M Allison replied to express that this was a really positive step and that working with partners was a good approach.

Members of the Finance and Resources Committee agreed to:

- i) provide feedback on the Recruitment and Selection Policy (Appendix 1) and note that the Policy will be presented to the Board of Management on 10 December 2025; and
- ii) note that training for line managers will be delivered in AY 2025-26 to support the effective implementation of the Recruitment and Selection Policy.

## 8. Finance Report - NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the contents of the report.

J Evans provided members an overview of the main contents of the report and drew attention to some points of note, such as the Q1 forecast, procurement information, and the college cash flow etc. J Evans explained the College's reduced position in Q1 of £142k but when we take into account being £40k better off previously, the overall reduced position is closer to £100k. J Evans provided members with the main highlights of where this reduction can be tracked from, such as a recorded reduction in SAS funding, less National Insurance differences (not compensated for the changes) while also being down in non SFC funding. However, the College noted increases in some areas while being down in others. J Evans commented that we are still optimistic throughout the year that we will be able to make up any reductions. The College carries out monthly finance SLTs meetings to closely manage its financial resources. She explained that costs are fed through from last year and that there is a parallel between management accounts and the forecast. J Evans highlighted that we are a bit ahead in the cost centres due to re-stocking. We have careful optimism on income that we hope will come through. We are clear that we did not want to mask any potential negatives. J Evans finished by explaining that the college has set a balanced budget and that we want to achieve a positive outcome to help fund cladding.

J McBride commented that longer serving members will have familiarity of this but that it might be a bit much to new members. He then invited any comments or views.

S Caldwell asked what the strategic costs are that are part of the variance.

J Evans replied to explain by providing a few relevant examples, such as the use of a public affair firm to raise the College image politically, the funding of a consultant to grow income and also funding for the Biggar Economic Impact study. Other examples include the recent upgrading of the College HR system. It is not a new system but £25k was used as development costs. J Evans closed by explaining that strategic costs are pieces of work that are not expected to continue.

S Caldwell thanked J Evans for the explanation and agreed that this made sense. 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 2025;
- iii) note the College Debt position at 31 October 2025;
- iv) note the Student Funding position at 12 November 2025;
- v) note the procurement update;
- vi) note the Projected Cash Flow at 30 September 2025; and
- vii) note the Projected Underlying Cash to 31 July 2026 and that this is within the College's underlying cash target.

## 9. People and Culture Services Update

The Director of People and Culture spoke to the report.

D Shiels drew members attention to various aspects of the report. In regard to the NRPA, she noted that we are awaiting confirmation of which unions will provide signatories for this. The College is aware that Unison and Unite have already signed and an outcome is awaited from GMB. D Shiels stated that discussions remain ongoing between College Employers Scotland (CES) and the EIS concerning the implementation of Circular 04/18 – Transfer to Permanency. The CES has received a number of joint Trade Union and Management referrals seeking clarification on the interpretation and local application of this Circular. Following extensive consultation with EIS-FELA colleagues in an effort to resolve the matter locally, the College has also submitted a joint referral. The College is currently awaiting a formal response.

D Shiels will provide a further update to members once this is received. She went on to mention the support staff pay claim in section 2 of the report and that two of the unions have accepted it with the other ballot closing tomorrow. She stated that GMB are advising their members to reject it. D Shiels then highlighted that the job evaluation work which is still ongoing. D Shiels explained a change to how attendance management is reported. D Shiels then went on to cover several other points of interest around the issue of absence such as; the Q1 absence figures have come down for support staff. Graph 2 shows that the overall total has come down due to a reduction in long term absence. The annual absence figure for the college was 4.9%. D Shiels then moved on to cover the College Values project, which is in the process of being finalised. The outcome of this project will be reported to the Board of Management on 10 December 2025. D Shiels made reference to the new induction platform and stated that her team have been working with new staff and managers to get some valuable and constructive feedback. She then highlighted the OD section of the report including referencing that the staff development week was currently taking place with very well attended events. D Shiels mentioned PDRs and stated that, so far 73% have been completed.

I Patrick asked about the PDR and how the 73% figure compares. He suggested adding context by comparing it to previous years figures or compare it across the sector.

D Shiels replied to explain that we are usually between 79% and 80%. When compared to colleagues from across the sector, we are good. Most colleagues from other colleges report figures of around 50-60%.

J McBride commented on recruitment and selection and noted that he felt College managers need to drive this. His final point was to comment on how the work being done on absence management is clearly showing some positive results and it is moving in the right direction.

D Shiels closed by noting that training for managers was being held during staff development week, to help them take ownership of attendance management.

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

## **10. Estates and Capital Update Report**

The Director of Estates and Corporate Services spoke to the contents of the report that sought to provide an update on estates and capital projects.

L Clark began by stating that the College is on track for spending the funds provided. She highlighted the list of projects in the report which was run on 3 November 2025 and added that projects had progress further since this date. She drew members attention to the photos showing the completed works and the improvements that have been made across the campus buildings. L Clark then highlighted a recent site visit to see cladding work that is going on at a site in Glasgow and referred members to the relevant appendix giving an overview of this visit. The visit showed that the process was not overly noisy, as previously feared. The site was a residential building and provided lots of useful information. L Clark referred to the ongoing Investment Delivery Group meetings which J Evans Vice Principal attends.

J McBride commented that the site visit clearly provided huge benefit. He praised L Clark for her report and commented that her report is always hugely reassuring and detailed on the significant pieces of work being achieved. He thanked her very much for that.

J Campbell explained that we now have a new Boardroom at our East End Campus and suggested that Standing Committee meetings could take place there. She noted that it was not large enough for a full Board meeting.

J Evans then drew attention to funds provided for capital works which equated to £652k due to a small carry forward. She explained if we do not spend this on our buildings, we will see a decline.

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

## **11. Environmental and Sustainability Update**

The Director of Estates and Corporate Services spoke to the contents of the report that sought to provide an update to members in relation to environmental and sustainability matters.

L Clark explained that this update came from the work of Sarah Shea, Environmental and Sustainability Manager supported by Claire Reid, Head of Facilities and Environmental Sustainability. L Clark referred to a visit from Matt Woodthorpe at EAUC at which the Public Bodies Climate Change Duties Report was discussed. L Clark stated that our return now moves beyond compliance and into best practice. L Clark went on to provide an overview of all current projects and highlighted the excellent

news regarding winning a Green Gown Award, the Campus cycling officer being extended to March 2026 and the College receiving a Cycle Friendly Award with Distinction at our East End Campus.

J McBride commented that this was a second year in succession and really good news for the College. In regard to the Green Gown Award he stated that we were only one of two Scottish institutions to win an award in that arena. J McBride said “well done” to all involved.

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

## **12. Growth and Income Diversification**

J Evans began by explaining a little around how these larger reports are sent to members via the Admin control system and that linked cannot be embedded any longer.

The Vice Principal Operations spoke to the contents of the report that sought to provide an update on the paper.

J Evans provided a brief overview of the report by highlighting that it has 3 key strategic projects. They are: Future proof the curriculum, workforce and growth and income. She explained that the report provides a flavour of what we are doing over the coming months, i.e. engaging with industry and it shows monitoring of targets to check we are achieving necessary targets. J Evans stated that she was happy to receive comments to improve it. She went on to say that the members had already met Collette Filippi, the Consultant in this area. J Evans said she would envisage a stage 3 working group to move matters forward and spoke of developing the website and also putting the infrastructure in place in multiple different ways for diversification and growth.

I Patrick commented in relation to the infrastructure and asked about the budget required for this. In response, J Evans replied that she was not intending to increase spend this year and she hoped that the current allocation would cover requirements. J Evans explained that R Ashton was involved in engagement discussions taking place up to the new year.

J Campbell explained that it is important to put the infrastructure in place and went on to state that we are making use of a bid writer for short term support. She highlighted a pot of £5M for income growth which is earmarked for the 6 colleges in the Glasgow area. This funding is from the UK Government. J Evans added that the bid writer is being paid from the strategic fund budget.

J McBride commented that he wanted this to be tracked and that it needs to be clear for the members so we can hold management to account. He went on to query the concept of “Friends of Kelvin” sponsorship.

J Evans replied to say that this had never happened before. J Evans explained that under corporate social responsibility, we look for engagement with companies who want to invest. She mentioned that a programme is coming to an end and how it would be beneficial to find companies willing to donate to the College for some of the social activities. She went on to say that some companies will make donations of used, but good quality equipment etc.

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

### **13. Annual Procurement Report 2024-25**

The Vice Principal Operations spoke to the contents of the report that sought to provide an update to members.

J Evans explained to members that the report was produced by Alice Ng, Procurement Manager, every year. Alice provides reports to J Evans every week to help keep on top of the huge volume of work being carried out. J Evans praised Alice Ng for the volume of work she gets through. J Evans spoke on how regulating procurement in the EU treaty is still linked and therefore affects us. J Evans went on to explain that we receive support from Watts and Mott McDonald plus the legal team supports as well. We are fortunate to have a well-run service. J Evans mentioned that the annual report will be loaded onto our portal.

M Allison enquired about procurement service operations in other Glasgow colleges. J Evans replied that early conversations held with procurement means there are no surprises for the procurement team. J Evans elaborated that we have a pipeline of procurement work into next year. On occasion, we will carry out a pilot exercise to see if we need a full procurement process. J Evans noted that we are very happy with our service.

S Caldwell commented that on appendix 4 of the report, a list of regulated procurements is recorded. He mentioned that it would be helpful if that information was split by year. S Caldwell went on to provide an example saying that the entry for internal audit, which notes the college paying £70k, is actually over the term of the contract, not just the one year. The cladding work recorded is another similar example.

**J Evans replied to say that she would ask Alice Ng if it is possible to annualise it going forward.**

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



#### **14. Health and Safety Update**

The Vice Principal Operations spoke to the contents of the report that sought to provide an update on Health and Safety activities.

J Evans explained to Members that the statistics shown in the update were completed by the H&S manager and are accurate up to mid-October. She drew attention to the note of abuse and violence, which had been discussed at other meetings. J Evans commented that we intend to show the split of what falls under the category of abuse and what falls under violence, to show the differentiation within the statistics. The College actively encourages this type of reporting. J Evans highlighted that the EIS recently carried out a survey to establish whether the situation is getting worse or not, with outcomes from the survey not yet received. She stated that we have now made the issue of abuse and violence a standing agenda item. She went on to explain that the College has improved monitoring and zero tolerance messaging to further support the work to reduce such instances occurring. J Evans continued to explain that the College is keeping messaging positive around this issue and that both unions are keen to work with us on this. J Evans went on to highlight other points from within the update, such as the no smoking/vaping policy. The College had installed smoking/vaping shelters on campus to provide somewhere for people to go. J Evans noted that the topic comes up at staff and union meetings on a fairly regular basis.

S Caldwell made the comment that it would be useful to be able to view comparisons on previous years or quarters to see movement in the update results.

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

#### **15. Items for Information Audit Scotland Publications**

- a) Education Scotland 2024/25 Annual Audit Report**
- b) Technical Bulletin 2025.3**

Members of the Finance & Resources Committee agreed to note the contents of these reports, including recommendations in Appendix 1 within the Education Scotland 2024/25 Annual Report.

#### **16. Approved Minutes**

- a) Health and Safety Committee – 11 June 2025**
- b) Risk Management Committee – 26 August 2025**

Members noted the content of the approved minutes provided for their information.

#### **17. Impact and Consequences**

- **Students**
- **Risk and Assurance**
- **Equality**

- **Data Protection**
- **Environmental and Sustainability**

Members agreed that no issues or consequences had arisen whilst discharging the business at the meeting held on 25 November 2025.

- 18. Date of Next Meeting**  
10 March 2026, via MS Teams