**Minute of the Business, Resources, and Infrastructure Committee Meeting
Held via Video Conference Using Zoom
On Tuesday 31 May 2022**

Present:

Mike Stewart	Chair
Matthew Wilson	Vice-Chair
Beth Clelland	Non-Executive Board Member
Mary McClung	Non-Executive Board Member
Fiona McQueen	Non-Executive Board Member (Chair of Board of Management)
Ellie Jamieson	Elected Student President
Carol Turnbull	Principal, Ex-Officio (joined at 4.30pm)

In attendance:

Pauline Donald	Board Governance Advisor (Minutes)
Yvonne Melvin	Board Administrative Officer
Michael Breen	Vice Principal - Finance
Anne Campbell	Vice Principal - Curriculum
David Davidson	Assistant Principal - HR & OD
James Thomson	Assistant Principal - Finance, Student Funding & Estates
Liz Walker	Head of Financial Services
Nuala Boyle	Head of Business Growth (Papers 6 and 7)

1. **Welcome and Declarations of Interest**

   The Chair welcomed everyone to the meeting.

   There were no declarations of interest presented.

2. **Apologies**

   Apologies were received from Norman Bone, Non-Executive Board Member, Steven Fegan, Elected Member Support Staff, Janette Moore, Elected Member, Curriculum Staff, Steven Oliver, Elected Student Vice President, Gillian Murray, Co-opted Committee Member.

   The meeting was confirmed as quorate.

3. **Minutes of the Previous Meeting held on** *(Paper 1) (P)*

   The minutes were approved as a correct record.

   Proposed: Matthew Wilson   **Seconded:** Ellie Jamieson

   Action Tracker *(Paper 1a) (P)*

   The Committee noted that all actions were recorded as complete.

   The following update was provided for Action item **BRIC19: A01** - Mainstreaming Equality and Equality Outcomes Progress Report (2022-25):

A Campbell advised that she had met with a member of Norman Bone's team and had a positive discussion around areas of good practice and the opportunity to share learning across both sectors.

The above action was noted as complete.

4. Matters Arising

There were no matters arising not dealt with on the main agenda.

5. 2021-22 Management Accounts (position as at 30 April 2022) *(Paper 4) (P)*

J Thomson introduced Paper 4 as presented summarising the position to date for the period ended 30 April 2022.

The Committee approved the report as presented.

6. Commercial Due Diligence Policy *(Paper 6) (P)*

N Boyle joined the meeting to present Papers 6 and 7.

M Breen introduced Paper 6 as presented and N Boyle took the Committee through the key points from the policy.

The Committee noted:

- The purpose of the policy is to:
  - Formalise the due diligence policy in relation to commercial contracts.
  - Ensure there is a consistent and transparent approach in relation to commercial contracts which is commensurate with the financial levels involved.
  - To ensure there is transparency in relation to delegated authority and decision-making.
- The due diligence checks involved at each financial threshold with the associated processes and documentation (Appendix 1).

The following points were confirmed in response to Committee review:

- The changes to the financial thresholds will be updated within the forthcoming review of the financial regulations.
- Delegation of authority: contingency for absence will be incorporated into the document.
- Third party due diligence is a key stage in the associated procurement framework.

The Committee acknowledged the requirement for this policy and commended the work involved in its development.

Action BRIC20 A02: To update the Commercial Due Diligence Policy to reflect delegation of authority – contingency for absence.

Action BRIC20 A03: Changes to the financial thresholds as outlined in the Commercial Due Diligence Policy will be updated within the forthcoming review of the financial regulations.

Action BRIC20 A04: The Committee recommended the submission of the Commercial Due Diligence Policy to the Board for approval, reflecting Action BRIC20 A02.

7. **Business Growth Strategy (2022-24)** *(Paper 7) (P)*

M Breen introduced Paper 7 as presented and N Boyle took the Committee through the key points from the Strategy.

The Committed noted:

- The Strategy is shaped around three interrelated aims and aligned to contribute to the College Statement of Ambition.
- Progress on performance will be directed through quarterly reporting to SLT and 6-monthly reporting to the BRIC Committee.

The following points were confirmed in response to Committee review:

The College's approach to be able to respond with flexibility and at pace to new and emerging markets was outlined. This included the responsiveness in working with SMEs to assess and deliver to their requirements, benchmarking across the sector to ensure value for money and working in partnership with other Colleges/Stakeholders to meet customer requirements/offer alternative solutions if relevant.

M Breen acknowledged that continued financial sustainability will need to be underpinned by alternative income sources with less reliance on SFC grant funding and the continued identification of commercial opportunities/niche markets. In doing so, he highlighted the importance of supporting college teams to embed this as a standard mindset across operational planning processes.

In demonstrating the College approach to align the Business Growth Strategy to react and deliver to the requirements and opportunities presented by other key stakeholders/larger organisations, the Committee noted examples of how effectively the College had engaged with, influenced, responded to and demonstrated its commitment to drive partnership working at national, regional and local level.

The Committee commended the Business Growth Strategy as presented and the work involved in its development.

Action BRIC20 A05: The Committee recommended the submission of the Business Growth Strategy to the Board for approval.

N Boyle left the meeting at this point.

8. **2021-22 Student Support Funds Position Update as at 10 May 2022** *(Paper 8) (P)*

J Thomson introduced Paper 8 as presented, advising that the underspends outlined in Table 1 of the paper reflected the current student numbers and the shortfall in credits. The Committee noted that the College continued to seek opportunities to maximise the student support funds available to students.

The Committee noted the report as presented.

9. **HR & Staff Learning and Development Report** *(Paper 9) (P)* and **Health, Safety and Wellbeing and Equality and Inclusion Report** *(Paper 10) (P)*

D Davidson introduced Paper 9 and Paper 10 together as presented.

The Committee noted the following:

- Staff on long term sickness absence are being fully supported by the College.
- The Kickstart Scheme had resulted in the appointment of 12 trainees all of whom have been in post for 8 weeks, all were progressing very well, and all remain in post.
- The Aspire Programme is scheduled to commence in August 2022 and has been positively received with a cohort of 10 employees undertaking the programme. Mentorship on the programme is provided by existing managers and leaders from across the College.
- The College has set itself the aim to achieve the LGBTQ+ Charter Mark which will be undertaken over a 4-year period.

The Committee commended the work to develop the in-house Aspire Programme and the efforts of those involved in its development as well as the success of the Kickstart Scheme to date.

The following points were confirmed in response to Committee review:

- Succession planning as an outcome from the Aspire Programme was further commended. The Committee noted that performance will be measured in terms of numbers who have completed the programme, as well the College being in the position where it will have a group of candidates who may be able to apply for leadership roles within the College.
- The College has plans in place to map the journey of those undertaking the Kickstart Programme and that an update on outcomes will be provided to the Committee in due course.
- The process for fire alarm call point testing was further clarified with assurance provided that call points were tested on an alternating basis.
- The requirement to ensure intentional well-being support to staff, including executive staff and staff in senior leadership roles, as the College comes out of COVID was acknowledged as a continuing and significant consideration for the College.
- Examples of current support include: the hybrid working approach, conclusion of working day at 4pm on a Friday with a further well-being programme to be put in place from the start of the next Academic year.

The Committee noted that the College will be undertaking an assessment of the hybrid working approach when it concludes in June 2023 to inform the approach going forward.

Fiona McQueen, Chair of the Board of Management, expressed the perspective from the Board that that the wellbeing of all staff across the College is of equal importance as well as the importance of those in leadership roles acting as role-models to others.

10. **Quarterly Complaints Report (Q1 & Q2)** *(Paper 11) (P)*

Anne Campbell introduced Paper 11 presenting the quarterly complaints report for both Q1 and Q2, 2021/22.

The Committee was directed to the service improvement summary section of the report which identifies the issues raised and the actions taken, with the overall approach seen as continuous opportunity for learning for improvement. The Committee noted that there were no unusual issues identified in either report

The following points were confirmed in response to Committee review:

- The Committee commended the approach to continuous quality improvement which provided tangible evidence of improvements.
- In terms of recurring complaints related to the quality of the teaching experience, the range of approaches to support improvement were noted as one-to-one discussions, personal development review process, and discussions across teams where complaints relate across different service areas.

The Committee noted the report as presented.

11. **ICT Quarterly Report (February – April 2022)** *(Paper 12) (P)*

M Breen introduced Paper 12, advising that the report provides members with an update on the key developments for the College's ICT Service during the period February to April 2022 and also outlined the general activities and duties of the ICT Services Team, including ICT security and Infrastructure.

The Committee noted that a 6-monthly report to the BRIC Committee will be included as part of the annual BRIC work programme.
M Breen summarised the key points from the report.

In response to Committee review and given that this is the first report presented, the leadership team will look to consider suggestions put forward e.g.:
- Requests and issues: present as incidents and requests to provide clarification between faults and requests for service (issues vs planned requests).
- Consider including tracking of walk-in requests for direct support to ICT.
- Tip of the month – consider use of Sway as a supporting tool which has the provision to measure levels of engagement.
- Review USB use and firewall entry points.

The Committee also noted also that following proof of concept at Kilmarnock and Kilwinning, investment for videoconferencing at Ayr may be considered.

The Committee commended the report as presented advising that it was easily understood and provided assurance of effective ICT control, service and development environment.

12. Date of Next Meeting: Tuesday 6 September 2022 at 4pm.

(C/P) Confirmed minutes will be published on College Website; (P) – Paper will be published on the College Website; (R) – Paper is reserved, because it contains data or information of a personal nature, which is restricted by legislation, or because it contains commercially sensitive information, and will not be published on the College Website

RESERVED ITEMS ON THE NEXT PAGE