

**Minute of the Business, Resources, and Infrastructure Committee Meeting  
Held via Video Conference Using Zoom  
On Tuesday 8 March 2022**

**Present:**

Mike Stewart	Chair
Matthew Wilson	Vice-Chair
Norman Bone	Non-Executive Board Member
Fiona McQueen	Non-Executive Board Member
Ellie Jamieson	Elected Student President
Janette Moore	Elected Member, Curriculum Staff
Gillian Murray	Co-opted Committee Member
Carol Turnbull	Principal, Ex-Officio

**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

**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 Beth Clelland and Mary McClung, Non-Executive Board Members, and Steven Fegan, Elected Member, Support Staff.

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

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

The Committee noted that all actions were recorded as complete.

**4. Matters Arising**

There were no outstanding matters arising from the minutes or from the action tracker.

## 5. **Mainstreaming Equality and Equality Outcomes Progress Report (2022-25)** *(Paper 2) (P)*

D Davidson introduced Paper 2 as presented. The Committee was reminded that the Mainstreaming Equality 2019-2021 and Equality Outcomes 2021-2025 Report had been published in April 2021 and that the College was legislatively required through the Public Sector Equality Duty (PSED) to report on the progress to date.

The Progress Report was further informed by a supporting presentation from the College's Equality and Inclusion Advisor, Sara Turkington. The four main areas of focus were outlined as Our People, Equal Pay, Mainstreaming Equality and Equality Outcomes, and a progress update was provided on each.

The Committee noted:

- The Progress Report demonstrated that individuals and teams of the College were making positive steps to address the inequalities experienced in the College and in the communities.
- In the area of Our People, early indications suggested the College was making some progress towards improving its workforce diversity. However, more persistent trends remained, specifically in relation to gender imbalance and occupational segregation, and would require a longer-term input and outlook.
- A gender pay gap was identified in April 2021 and the College was taking steps to address this through continued investment in development and career progression.
- The College was demonstrating progress on mainstreaming equality and three mainstreaming themes had been identified for a more focused approach going forward.
- Good progress was being made across the College's four Equality Outcomes 2021-25.

The Committee discussed the report and commended the work done and progress made to date. In response to a minor query raised, it was confirmed that benchmarking on the wider college sector would be useful in future reports.

The Executive were pleased to accept an offer from Non-Executive Board Member, Norman Bone, to further discuss the opportunity to undertake an inclusion and diversity exchange with the College with their established network groups.

**Decision BRIC19-D01:** The Mainstreaming Equality and Equality Outcomes Progress Report (2022-25) was recommended for approval to the Board on 24 March 2022.

**Action BRIC19-A01:** ELT to further discuss the opportunity to undertake an inclusion and diversity exchange with N Bone.

## 6. **SFC Indicative Funding 2022-23 Revenue & Capital** *(Verbal) (R)*

M Breen updated the Committee, advising that a detailed presentation on SFC Indicative Funding 2022-23 Revenue & Capital had been provided at the Board Development Day on 16 February 2022 (available on Admincontrol). The presentation set out the challenges faced by the sector, the potential implications

for the College and the actions taken by management to mitigate the financial risks.

M Breen further advised that, to date, no further information had been received on individual college financial allocations or level of credits to be delivered for 2022-23. The verbal update was further supported by a short presentation from J Thomson.

The Committee noted:

- The budget approved by the Board in June 2021 and the FFR approved in December 2021 had projected a positive cashflow of £0.248m and had been based on an expected increase in grant funding.
- The Scottish Government budget was announced in December 2021, outlining a reduction in the education and skills budget by c.£178m, which was reviewed and passed by Parliament in February 2022.
- SFC advised all colleges in the sector to plan for the next two financial years on the basis of no increase in SFC grant (flat cash).
- The College would require to generate efficiencies and financial savings to fund year on year increases in costs.
- The overall financial position of the sector, based on a flat cash grant settlement, was being identified by SFC through FFRs.

J Thomson took the Committee through the adjustments for removal of income and increased costs for financial years 2022-23 and 2023-24, and outlined the savings identified to date by the College's Senior Leadership Team for financial year 2022-23.

The Committee noted that discussions with SFC were ongoing and that a future paper would be provided following receipt of the SFC Offer of Grant.

C Turnbull further informed the Committee that a letter had been issued to MPs and MSPs advising of the budget and advised that a meeting had been organised with SFC for 21 March 2022 to further discuss the College's PFI payment.

**The Committee noted the update and the position of the SFC Indicative Funding 2022-23 Revenue & Capital to date.**

## **7. 2021-22 Management Accounts (position as at 31 January 2022) (Paper 3) (P)**

J Thomson introduced Paper 3 as presented summarising the position to date for the period ended 31 January 2022. The Committee noted:

- The accounts show a year-to-date favourable variance of £214,555 on the expected budgeted position for 31 January 2022.
- The full year forecast shows an adverse variance of £(272,825) on the expected budgeted position for 31 January 2022.
- The year-to-date position includes savings of £825,796 identified by budget holders and additional potential further savings of £176,494
- Potential clawback by SFC for non-achieved credits was expected but had not been confirmed to date.

**Decision BRIC19-D02:** The 2021-22 Management Accounts (position as at 31 January 2022) was approved.

## **8. 2021-22 SFC Capital Expenditure as at 19 February 2022 (Paper 4) (R)**

J Thomson introduced Paper 4 as presented and provided an update on SFC funded capital expenditure for the financial year April 2021 to March 2022 highlighting the status as detailed in Table 1 and Table 2, advising that the College is projected to fully approved total capital budget of £350,000.

J Thomson also advised that the College went out to tender for the Ayr Refuge System and had received one bid for c.£38,000, which was an increase on the capital funding available by c.£18,000. The Committee noted that the College had worked with the bidding company to identify the proportion of the refuge scheme which could be installed before March 2022 within the available capital budget, with any additional work completed in FY 2022-23, subject to budget and approval of capital spend.

**Decision BRIC19-D03:** The 2021-22 SFC Capital Expenditure as at 19 February 2022 was approved.

## **9. North Ayrshire Future Skills Hub Update as at March 2022 (Paper 5) P**

J Thomson introduced Paper 5 as presented and provided a status update on the development of North Ayrshire Future Skills Hub.

The Committee noted:

- A firm had been successfully appointed to erect fencing around the compound and work would commence week beginning 14 March 2022.
- The College tender documents were issued to the market on 10 February 2022 and, to date, had attracted good levels of interest.
- Tenders are to be submitted by 11 March and the College is expecting to award the tender by 31 March 2022.
- The site had recently been visited by two of the funders and both visits were well received.

J Thomson further advised the Committee that, in recognition of his work with the College and all he has done for the region, the College would name the Future Skills Hub after its retiring Chairman and the facility would be named the "Willie Mackie Skills Hub". The naming of the facility was announced at the Chairman's retiral dinner, and the College presented Willie with a commemorative plaque to mark the naming of the facility.

In response to a query from the Chair regarding the risks associated with the removal of the area of land from the PFI agreement, M Breen confirmed that work had continued to progress between the College and KE Projects over the legal variations required to the current Kilwinning campus and had included a lease amendment to remove an area of land from the PFI agreement that will form part of the Hub site.

**The Committee noted the content of Paper 5.**

## 10. Business Growth Report (March 2022) (Paper 6) P

M Breen introduced Paper 6 as presented.

The Committee noted that the College had claimed approximately 75% of the total funds allocated for all 2020-21 FWDF programmes. M Breen highlighted that this was an excellent outcome given the circumstances of working within the changing world of the pandemic. M Breen further advised that the introduction of a new SME fund during an intensive training and operational period had resulted in the time required to raise awareness, engage a new client group and deliver training being reduced. This would be a focus for the Team in AY 2022-23.

The Committee also noted that recruitment processes were underway for two new commercial posts and once fully resourced, the focus of the Team would be building momentum across the spectrum of commercial income streams. M Breen further highlighted that the recruitment of a new Team over the next few months would enable the College to make considerable progress and for next academic year the financial targets would increase.

**The Committee noted the content of Paper 6.**

## 11. Draft Digital Strategy (2022-25) (Paper 7) P

D Davidson introduced Paper 7 as presented, advising that the Draft Digital Strategy had been presented to the Learning, Teaching and Quality Committee for consideration at their meeting on 8 March 2022. The Paper was further informed by a supporting presentation from Russell Wilson, Head of Digital Learning Support.

The Committee noted:

- The 3-year Strategy provided a focus on digital skills for all staff and students and aligns with and supports the College's Statement of Ambition 2030.
- The three priority aims and outcomes identified were set out as: enable digital transformation, develop digital confidence and support digital learning.
- If approved, the Strategy would be presented to the Board for consideration at their meeting on 24 March 2022.
- The official launch would follow final approval and the Strategy would be integrated with the College Operation and Enhancement Plan, Team Operation and Enhancement Plans and Professional and Personal Development Reviews.

The Committee discussed the draft Strategy. In response to a minor query raised, R Wilson advised that the College was actively exploring options for simulation-based education, which would provide enhanced opportunities going forward.

R Wilson further advised that the Strategy would be subject to ongoing monitoring, and he would be working closely with Teams and their Operation and Enhancement Plans to gain feedback and data to quantitatively measure success.

**Decision BRIC19-D04:** The Draft Digital Strategy (2022-25) was recommended for approval to the Board on 24 March 2022.

## **12. Draft Procurement Strategy (2022-24) (Paper 8) P**

J Thomson introduced Paper 8 as presented, advising that the Draft Strategy aligned with the College's strategic aims and objectives, established collaborative initiatives and necessary regulatory compliance. It was noted that the Draft Procurement Strategy was approved by SLT on 24 February and recommended to the Business, Resources and Infrastructure Committee for approval. J Thomson further advised that progress against the Action Plan would be reported to the Senior Leadership Team on a quarterly basis.

**Decision BRIC19-D05:** The Draft Procurement Strategy (2022-24) was approved.

## **13. 2021-22 Student Support Funds Position Update as at 15 February 2022 (Paper 9) (P)**

J Thomson introduced Paper 9 as presented, advising that the underspends outlined in Table 1 of the paper reflect the student numbers for 2021-22. The Committee noted that the College continued to seek opportunities to maximise the student support funds available to students.

J Thomson further advised that, on 14 February 2022, SFC announced further student support funding for 2021-22. The Committee noted that the College received £0.231m in additional discretionary funding and £0.259m of digital inclusion funding. The College was now working to maximise the use of the additional funds.

**The Committee noted the content of Paper 9.**

## **14. & 15. HR & Staff Learning and Development Report (Paper 10) (P) and Health, Safety and Wellbeing and Equality and Inclusion Report (Paper 11) (P)**

D Davidson introduced Paper 10 and Paper 11 together as presented.

D Davidson highlighted item 2.4 in the HR & Staff Learning and Development Report, advising that the New Manager/Team Leader Checklist had received positive feedback to date and work was continuing to further enhance this collaborative tool.

The Committee discussed the papers, during which a query was raised regarding the College's ability to trend staff digital skills levels going forward. D Davidson advised that follow up digital skills surveys would be carried out for staff to enable trend analysis.

In response to another query, D Davidson confirmed that staff absence due to Covid-19 was reported separately from the regular reporting method as per the National Bargaining circular, which sets out the procedure on this matter.

**The Committee noted the content of Paper 10 and Paper 11.**

## **16. Any other business**

No other business was raised.

**17. Date of Next Meeting:** Tuesday, 31 May 2022 at 4pm.

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**RESERVED ITEMS ON THE NEXT PAGE**