

**Minute of the Business, Resources and Infrastructure Committee Meeting  
Held via Video Conference Using Zoom  
On Tuesday 7 September 2021**

**Present:**

Mike Stewart	Chair
Matthew Wilson	Vice-Chair
Norman Bone	Non-Executive Board Member
Fiona McQueen	Non-Executive Board Member (joined meeting at 5pm)
Ellie Jamieson	Elected Student President
Janette Moore	Elected Member, Curriculum Staff (joined meeting at 5.30pm)
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
Liz Walker	Head of Finance

**1. Welcome and Declarations of Interest**

The Chair welcomed everyone to the meeting. The Committee welcomed Mike Stewart as the new Committee Chair and Matthew Wilson as the new Committee Vice-Chair.

The Chair introduced three new Members to the Committee who had recently been appointed to their respective roles:

- Norman Bone, Non-Executive Board Member
- Gillian Murray, Co-opted Committee Member
- Ellie Jamieson, Student President

There were no declarations of interest presented.

**2. Apologies**

Apologies were received from Committee members Willie Mackie, Beth Clelland, Scott Cooley, Mary McClung and Steven Fegan and from SLT member James Thompson.

The meeting was confirmed as quorate.

### **3. Minutes of the Previous Meeting held on 1 June 2021 (Paper 1) (P)**

The minutes were approved as a correct record.

**Proposed:** Carol Turnbull                      **Seconded:** Mike Stewart

#### **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. Membership, Terms of Reference and Work Plan (Paper 2) (P)**

P Donald introduced Paper 2 advising the Committee of the annual requirement to review the Terms of Reference and define the corresponding Work Plan. In addition, the Committee was advised of the outcome of the review of the Committee membership undertaken by the Chair.

The Committee reviewed and considered the proposed amendments to the Terms of Reference and Work Plan.

**Decision: BRIC2021/01:D01**

**The Committee endorsed the revised Terms of Reference and the 2021/22 Work Plan for approval by the Board of Management.**

### **6. 2020-21 Management Accounts (position as at 31 July 2021) (Paper 3) (P)**

M Breen introduced Paper 3 and presented the Committee with a high-level overview of the 2020-21 Management Accounts as at 31 July 2021 (*full set of Management Accounts available for review in Admin Control*).

M Breen outlined the College's financial position as at 31 July 2021 and the key variances, namely the overall positive variance on the year-to-date position and variances within both income and expenditure. The Committee noted the College's favourable financial variance of £3,157,013 against the approved budget. M Breen advised that this was a very unusual year-end financial performance for the College and summarised the associated reasons for this position as outlined in Paper 3.

The Committee further noted that the College is required to make adjustments to the management accounts for year-end accounting requirements. These will be presented as Version 2 to the November BRIC meeting. Version 2 will form the basis of the College's financial statements for AY2020-21.

In response to queries raised by the Committee, the following was noted:

- Comparison of financial performance against previous years has been challenging due to the unusual impact on expenditure and income patterns associated with the pandemic situation and therefore no specific trends have been identified. This has not precluded an analysis of the current year activity

and resources to inform both the way forward and the move towards blended learning.

- The current year-end position had also been impacted by a significant number of one-off financial allocations.
- It was acknowledged that it would be unlikely that the College would return to pre-pandemic spending patterns with expected changes to budget taking consideration of expenditure trends across different areas in the future eg increased ICT expenditure, capacity on campus, base costs. However, it was considered that the risk would likely be more positive than negative.
- The re-developed Curriculum Development Plan provided the framework by which the College was able to effectively review and resource staffing and curriculum requirements, review current business models, manage unsustainable losses (eg catering subsidies) and implement the voluntary severance scheme. Overall, this had minimised any corresponding recruitment risk related to the removal of 25 FTE posts.

**The Committee noted the positive position presented.**

**Decision: BRIC2021/01:D02**

**The Committee endorsed the 2020-21 Management Accounts as at 31 July 2021.**

## **7. Business Growth 2020-21 Annual Review (*Paper 4*) (*P*)**

M Breen introduced Paper 4 as presented and advised the Committee that this was the first Business Growth Annual Review which summarised activities and outcomes during the period 2020-21.

The Committee noted:

- The overall positive results achieved, as detailed below, places the College in a very strong position to move forward this area of business in future years:
  - Contractually committed £1,079,041 (82%) of the total FWDF
  - Delivered 361 courses to 2,453 learners (Sept 2020 to end July 2021)
- Appendix 1 which not only reported on key highlights but also included information on courses, the client list and the marketing and social media materials adopted.
- The report was presented as an internal document, and it is considered that it could be adapted to present as an external document that could be promoted to industry partners.

The Committee queried the driver for growth regarding this area of business and noted that the commercial offering is driven by conversations with industry and had been positively impacted by organisations working differently because of the pandemic. M Breen confirmed that an analysis of the trends and future opportunities had been undertaken and will be continuously reviewed to inform future development.

**The Committee noted the report and acknowledged the level of commitment and innovative approach taken to deliver the outcomes achieved to date.**

## **8. Human Resources & Staff Learning and Development Report (Paper 5) (P)**

D Davidson introduced Paper 5 as presented and provided an update for the reporting period May-July 2021.

D Davidson advised on the following queries raised by the Committee:

- Succession planning will be included in the Workforce Plan which will be developed as one of the key strategies under the Statement of Ambition and will be prioritised for completion this year.
- Sustained positive sickness absence rates are identified as a key outcome from the pilot hybrid model of working. Rates will continue to be reviewed and monitored going forward.
- Absence rates related to eg back pain, stress (non-work/work related), mental health and well-being are mitigated through comprehensive support and guidance available to staff as part of a range of initiatives and include, eg Display Screen Equipment (DSE) Workstation Assessments, Mental Health support programmes and the Providing Employee Assistance Program (PAMS).
- Staff morale has been a continued consideration throughout the pandemic.
  - Health and safety risk assessments have been undertaken at various stages and have informed the management of models of working.
  - Two staff surveys and an Investors in People review have been completed with results exceeding expectations.
  - The pilot hybrid model of working has been developed and informed in partnership with staff, and dependant on Scottish Government advice, will commence after the October break.

The Committee discussed enablement of an inclusive approach to those staff who were needed to work on campus and those who have the option to work from home and the related challenges and perception of inequalities that could arise. The Principal advised that the hybrid model of working presents a model that promotes a culture of connectedness with expectations that teams will meet face-to-face on a regular basis. The Principal confirmed that the implementation of the model will be closely monitored and welcomed any input or examples of practice or learning from Committee Members.

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

## **9. Health, Safety and Wellbeing & Equality and Inclusion Report (Paper 6) (P)**

D Davidson introduced Paper 6 as presented and provided an update for the reporting period May-July 2021. The following was noted:

It was acknowledged that tangible outcome measures related to the Conversation to Change project may be challenging to identify. However, D Davidson advised that the project can be aligned to equality outcomes across which there are consistent themes and can provide a corresponding measurement approach and data reporting going forward.

**The Committee noted the content of the report, the breadth of projects being undertaken and commended the level of support provided to staff and students.**

**10. 2020-21 Complaints Report (Qtr 4) (Paper 7) (P)**

A Campbell introduced Paper 7 as presented and provided a summary report on the status of complaints as at Quarter 4 (May-July 2021). The Committee noted the report as presented.

**The Committee noted the content of Paper 7.**

**11. 2020-21 Student Support Funds – Final Position as at July 2021 (Paper 8) (P)**

M Breen introduced Paper 8 as presented and provided an update on the Student Support Funds final position as at July 2021.

The Committee noted:

- the allocations for SFC bursary funds, EMA funds and SAAS HE funding support and the College was within the allocated budgeted.
- In all positions (including the bursary support) the College sought to maximise the financial support provided to students.
- there was no associated financial risk related to this area.

**The Committee noted the content of Paper 8.**

**12. Any other business**

Members were asked to submit any feedback to the Pauline Donald, Board Governance Advisor [Pauline.donald@ayrshire.ac.uk](mailto:Pauline.donald@ayrshire.ac.uk) for collation and forwarding to the Chair and Principal for their review.

**Action: BRIC2021/01: A04**

*Members to forward feedback on papers and submit to Board Management Office [Pauline.donald@ayrshire.ac.uk](mailto:Pauline.donald@ayrshire.ac.uk).*

There was no other business raised and the meeting concluded at 6pm.

**13. Date of Next Meeting:** Tuesday 16 November 2021, 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.**