PAPER FC2-A

Board of Management

Meeting of the Finance Committee

MINUTE OF THE 2nd MEETING (FC2) HELD ON TUESDAY 26 NOVEMBER 2025 AT 1600 HRS ON CITY CAMPUS, ROOM C.06.106

Present	
Laura Heggie (Convener)	Paul Little
Chris Deery	Stewart Robison
In Attendance	
Andrew Dickson	Marcus Walker
Deborah Fagan	Lauren Webster (Minute)
Laura Shields	

Meeting opens 15:45

Item FC2-1	**Apologies for Absence**	
Paper No:	Lead: Convener	Action requested: Note
Decision	None.	

Item FC-2	**Declaration of Interest**	
Paper No:	Lead: Convener	Action requested: Note
Decision	None.	

Item FC2-3.1	**Minute of Previous Development Committee Meeting held of 17 September 2025**	
Paper No: FC2-A	Lead: Convener	Action requested: Approval
	The Committee APPROVED the minutes of the previous meeting. The Committee DISCUSSED progress against outstanding actions and AGREED the Chief Financial Officer (CFO) should continue to liaise with the SFC regarding their attendance at a future meeting of the Finance Committee to discuss the current sector funding model and the College's credit pricing.	
Decision	Invite SFC to attend a future meeting of the Committee.	

Item FC2-3.2	**Financial Regulations 2025-26**	
Paper No: FC2-B	Lead: L Shields	Action requested: Approval
Discussion	The Committee NOTED proposed updates to the Financial Regulations 2025/26, as put forward by the Financial Controller. The Committee NOTED that no material changes had been made to the Regulations, although additions had been made to strengthen operational procedures and decision-making in relation to procurement and asset	

	management. The Committee DISCUSSED current staff training provided in relation to the Financial Regulations and its effectiveness. The Financial Controller informed the Committee that onboarding was currently undertaken by Organisational Development, with procurement training included as part of the induction process. The Committee welcomed the proposed changes to the Financial Regulations and APPROVED the document.
Decision	Financial Regulations 2025/25 approved.

Item FC2-3.3	**Annual Procurement Report 2024-25**
Paper No: FC2-C	Lead: A Dickson/ D Fagan Action requested: Approval
	The Committee NOTED an Annual Procurement Report 2024/25. The Associate Director of Procurement advised the Committee that the College had retained its gold status for procurement, achieving a 94% compliance rate. The Committee NOTED an update on collaboration efforts, with a particular emphasis on the inclusion of climate change case studies, such as those from Baxter Storey. The Committee DISCUSSED the development of a new Procurement Strategy. The Associate Director of Procurement advised the Committee that the new strategy would focus on aligning with the College themes of ‘polytechnic, renewal, and city region’ and the student-focussed TQEF framework. The Committee NOTED that the timeline for the strategy was under review, but it was anticipated that it would be published before the end of the academic year. The Committee DISCUSSED the current financial challenges facing the College, and the wider sector, and the current trends seen by the Procurement Team. The Associate Director of Procurement advised the Committee that prices were generally levelling, in line with inflation across the UK stabilising, although some goods (such as specialist IT equipment) continued to rise. The Committee welcomed the Annual Procurement Report and APPROVED the publication of the Report on the College website. The Convenor, on behalf of the Committee, commended the Procurement Team for their work over the year.
Decision	Annual Procurement Report 2024/25 approved.

Item FC2-3.4	**Student Accommodation Charges 2026-27**
Paper No: FC2-D	Lead: A Dickson Action requested: Approval

	The Committee NOTED that the College operated two locations proving student accommodation. The CFO advised the Committee that notice had been served in October 2024 to terminate the lease for St Luke's - which included a 5-year cancellation period - meaning the contract terminated in 2029. The Committee NOTED that the proposed Innovation Centre on the Riverside Campus would include an accommodation block. The Committee DISCUSSED the current student accommodation arrangements and recognised the need to minimise losses associated with St Luke's during the cancellation period. The Committee NOTED a proposed increase in accommodation rates, which had been determined through a comparison with the local market to remain competitive whilst ensuring value for money. The Committee DISCUSSED and AGREED the proposed 4% increase in accommodation rates.
Decision	Proposed Student Accommodation Charges 2026/27 approved.

Item FC2-4.1	**Q1 Financial Update 2025-26**	
Paper No: FC2-E	Lead: A Dickson	Action requested: Discuss
	The Committee NOTED an update on the College's Q1 financial position for 2025/26. The CFO informed the Committee that all areas of the College were in the process of reviewing options to generate revenue and reduce expenditure. The Committee DISCUSSED the continued funding gaps arising from national insurance and pension contributions. The CFO highlighted that – despite the challenges facing the sector - the College had moved from a forecast £500k deficit in 2024/25 to delivering a surplus. The Committee DISCUSSED the financial model underpinning current savings targets and the in-year progress to date. The Committee NOTED that the window to achieve in-year savings was short. The Convenor, on behalf of the Committee, urged the CFO to consider the implementation of financial plans to initiate savings for 2026/27. The Committee AGREED that initial planning for the 2026/27 College Budget should be considered at its next meeting, prior to a draft 2026/27 Budget being presented to the Committee, and then the Board, in June 2026. Further to this, the Committee AGREED that it would also welcome an opportunity to consider financial modelling, including the financial implications of 'black' and 'red' scenarios, at its next meeting. The Committee AGREED that, as part of the College's bottom upwards approach to budget planning, Members would welcome a high-level overview of current financial risk and opportunities at faculty and departmental levels.	

Decision	Initial planning for 2026/27 College Budget, including scenario plans, to be presented to the next meeting.

Item FC2-4.2	**Financial Projection: 5-Year Review**	
Paper No: FC2-F	Lead: A Dickson	Action requested: Discuss
	The Committee NOTED an updated 5-year financial projection setting out key assumptions, dependencies and sensitivities which could impact on the College's long-term financial sustainability. The Committee DISCUSSED the nature of savings required to achieve the budget forecast for 2026/27. The Committee DISCUSSED the current position of the Foundation Fund and the release of funds to assist with capital expenditure over the next three years. The Convenor, on behalf of the Committee, highlighted concerns about the College's potential exposure to capital underfunding.	
Decision	None.	

Item FC2-4.3	**Treasury Management Report – Q1 2025-26**	
Paper No: FC2-G	Lead: A Dickson/ L Shields	Action requested: Discuss
	The Committee NOTED the Treasury Management Report for Q1 2025/26. The Committee DISCUSSED current cashflow and the underlying cash balance and NOTED that both the CFO and Financial Controller monitored this information closely. The Committee AGREED that future iterations of the report should include a chart plotting cashflow 'pinch-points' throughout the year, to further support Members' understanding.	
Decision	Future financial reporting to include a cashflow chart.	

Item FC2-4.4	**Strategic Risk Review**	
Paper No: FC2-H	Lead: M Walker	Action requested: Discuss/Approval
	The Committee NOTED a Q2 strategic risk review update. The Associate Director of Governance & Risk highlighted that there were no changes to the three risks monitored by the Committee, including cashflow and liquidity risk. The Committee DISCUSSED SR21 (Securing Foundation Funds) and AGREED that the Q3 strategic risk review should consider whether this risk remained current. The Committee DISCUSSED SR24 (Failure to Secure Sufficient Capital Investment) and its current net risk rating - given discussions under Item FC2-4.2. The Committee AGREED to recommend to the Board of Management an increase in the net risk for SR24 from 4 to 5. The Associate Director of Governance & Risk advised the Committee that the Q3 risk review would seek to clarify the underlying risk(s) and identify appropriate mitigating actions.	

	The Committee DISCUSSED the presentation of the report and AGREED that a 'risk heatmap' would provide a high-level snapshot of current strategic risks. The Associate Director of Governance & Risk advised the Committee that he would work closely with the Chair of the Board to produce the heatmap for presentation to the next Finance Committee.
Decision/	The Committee recommended an increase of SR24 from 4 to 5. The Committee agreed the development of a visual risk heatmap for inclusion in the Strategic Risk Report.

Item FC2-5.1	**Q1 Non-Compliant Spend Report 2025-26**	
Paper No: FC2-I	Lead: D Fagan	Action requested: Note
	The Committee NOTED that all Q1 spend was compliant.	

Item FC2-5.2	**Credits Delivery Update**	
Paper No: FC2-J	Lead: A Dickson/ M Green	Action requested: Note
	The Committee NOTED that the College had met the 2024/25 credit threshold set by the SFC. The CFO informed the Committee that credit delivery projection for 2025/26 showed the College was forecast to meet its annual activity target.	

Item FC2-5.3	**Annual Report on SFC Financial Memorandum Delegated Limits and Expenditure**	
Paper No: FC2-K	Lead: A Dickson/ L Shields	Action requested: Note
	The Committee NOTED an Annual Report on compliance with the SFC Financial Memorandum delegated limits which highlighted that there were no matters requiring particular attention or escalation. The Committee DISCUSSED the Annual Report and AGREED that, within future reporting, the CFO should provide additional clarity relating to travel for business development (- including the purpose of the activity and its alignment to organisational objectives).	
Decision	Further clarification around travel for business development to be included in future reporting.	

Item FC2-5.4	**SFC Report on Financial Sustainability of College 2022/23 to 2027/28**	
Paper No: AAC2-L	Lead: A Dickson	Action requested: Note
Decision	The Committee NOTED the SFC Report.	

Item FC2-6	**Any Other Notified Business**	
Paper No:	Lead: Convener	Action requested: Note
Decision	No other business was notified.	

Item FC2-7	**Review of Meeting**

Paper No:	Lead: Convener	Action requested: Note
Decision	The Committee thanked the Convenor for chairing a productive and interesting meeting.	

Item FC2-8	Disclosability of Papers	
Paper No:	Lead: M Walker	Action requested: Note
Decision	The Committee NOTED that the disclosability status of papers be retained.	

Item FC2-9	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision	Date of Next Meeting – Wednesday 11 March 2026	

Meeting closes 17:45

ACTIONS FROM MEETING

Item	Description	Owner	Target Date
FC2-3.1 26 11 25	**SFC Invitation**. Invite SFC to attend a future meeting of the Committee.	CFO	**On agenda.** SFC invited for single item to explain the current funding model and CoGC's low credit pricing.
FC2-4.1. 26 11 25	**Draft Budget 2026/27.** Initial planning for the 2026/27 College Budget should be considered at next meeting. The Committee agreed that it would also welcome an opportunity to consider financial modelling, including the financial implications of 'black' and 'red' scenarios, at its next meeting. The Committee agreed that, as part of the College's bottom upwards approach to budget planning, Members would welcome a high-level overview of current financial risk and opportunities at faculty and departmental levels.	CFO	**On agenda.** Budget paper to outline budgeting approach, scenarios / options.
FC2-4.3 26 11 25	**Cashflow.** Future financial reporting to include a cashflow chart outlining 'pinch-points'.	CFO	**Complete.** Included in the Treasury Report
FC2-4.4 26 11 25	**Strategic Risk DR21.** Q3 strategic risk review should consider whether 'Securing Foundation Funds risk remained current.	CFO / ADGR	**In-progress.**
FC2-4.4 26 11 25	**Strategic Risk SR24.** The Committee recommended an increase of SR24 from 4 to 5.	ADGR	**Complete.**

FC2-4.4 26 11 25	**Strategic Risk Register.** The Committee agreed the development of a visual risk heatmap for inclusion in the Strategic Risk Report.	ADGR	**In-progress.**