A MEETING OF THE GLASGOW CLYDE COLLEGE FINANCE AND RESOURCES COMMITTEE TOOK PLACE ONLINE ON 25 MARCH 2026 FROM 4.30PM

Present

Margaret Swiderska	Committee Member (Chair)
Shory Lee	Committee Member
Gavin Lee	Committee Member
Jon Vincent	Committee Member
Sue Irving	Committee Member (left after 26.11)
Anna Magiera	Committee Member

In attendance

Niall Macpherson	Chief Operating Officer
Peter Fee	Assistant Principal Finance and Facilities
Jennifer Hunter	Clerk to the Board
Robert Anderson	Assistant Principal Business Development (left after 26.05)

ACTIONS

26.00 Welcome and apologies

Margaret Swiderska welcomed everyone to the meeting. The Committee noted apologies from Kathleen Sweeney.

26.01 Intimations of items for any other business

There were no intimations of any other business.

26.02 Declarations of interest

There were no declarations of interest.

26.03 Draft minutes of the previous meeting

The minutes of the previous meeting were agreed pending a small amendment to agenda item 25.59 Draft Financial Statements, which related to how many learning spaces projects may be funded by the Glasgow Clyde Education Foundation.

GCEF donated £950k to the College to deliver "Learning Spaces" projects, the first of which (the Langside Student Space) is currently being tendered. Five bids have been received, and the evaluation was originally expected to be complete w/c 23rd March. Cost bids received are however higher than expected and therefore value engineering is now in progress to establish how project scope can be revised to achieve cost savings. The contract cost for this project will determine the College's ability to deliver a follow-on project for learning spaces at other campuses.

26.04 Matters arising from the previous meeting

The Committee noted the Matters Arising report.

26.05 Commercial & External Funding Update Outturn 2025/26

Robert Anderson spoke to the report. The total commercial income to 31/01/26 is below target, UK Shared Prosperity Fund multiply funding with a value of £286k has been removed and the CLIC fund, with a value of £80k to the College over the remaining period of this year, has also been withdrawn. These funds are examples of precarious funding areas beyond the control of the College. The external funding unit is steady, with income due in the last financial quarter and has lost some income due to a group of apprentices losing their employment. HN Associates income is steady with most of the income due in the last quarter of the year. There are future opportunities including a flexible workforce development fund, local innovation partnerships fund and training access fund which the College are mobilising for involvement in.

Overall, the net contribution from commercial and external funding is expected to be approximately £0.4m lower than budgeted.

The Committee discussed the report and the difficulties of time-limited and precarious funding initiatives. The Committee discussed the potential costs to the College of funding initiatives being pulled and considered how the College mitigate against any risks involved. The Committee agreed that it's important to build-in resilience and to have visibility where possible of when one fund will end and another may start, while acknowledging that there's a large part of speculation that is inevitable. The Committee supported management's suggestion that probability indicator is built into the budgeting process, to better reflect risks around some of funding. This would ensure that the budgeted amount is realistic and not overly ambitious. The Committee noted the report. *Robert left the meeting.*

26.06 KPI Report
Niall Macpherson spoke to the report. The financial results are ahead at the half year stage having reported a £3.8m surplus against annual budgeted deficit of £540k. The college currently forecasts a deficit of £183k at year end. The seeming discrepancy between a large surplus at Q2 and expected year deficit was discussed, with a detailed bridge presented. It was explained that a lot of college's income can be recognised early in the year, with several large costs (e.g. depreciation) only booked towards the end of the year. The Q2 cash days result remains unchanged at 27 days against a target of 25 days. A reduction in printing during Q2 suggests the College is back on track to achieve a target of a 5% reduction for the year. While Q1 saw an increase in paper volumes, targeted training courses have now been delivered which may be starting to address the problem - with Q2 showing an almost 6% reduction. CO_2 emissions are down; this is the second quarter in a row that the College has seen a reduction, which equates to a 6.3% overall reduction for the year. The Committee

Waste is up almost 42% in Q2 25/26. This is the second quarter in a row that the College has seen an increase and equates to an overall increase of almost 40% for the year. The Committee discussed the various reasons for the waste increase which is due to a number of factors including fly tipping, a large clear out and issues around people placing things in the wrong bins and skips due to labelling. The Committee agreed that the Committee should continue to monitor both recycled and non-recyclable waste. The Committee discussed financial indicators and baseline cash figures to ensure that the figure is robust and confirmed for example that future commitments and ringfenced funds are not included in the cash-days figure. The Committee noted the report.

26.07 Financial Statements (Operating Expenses)
Peter Fee spoke to the one-off report which had been requested in addition to agreed financial papers by the Board of Management. Peter provided a clear and detailed outline of the aims and objectives of the College to report an operating position as close to zero as possible. Each year, as the year end approaches and the financial position starts to crystalise, unused funds may be identified and these need to be committed prior to the 31st of July each year. The senior and executive management teams make decisions on priority areas for any identified funds. In 2025 payroll costs were lower than budgeted and therefore additional expenditure was possible on some chronically under-funded areas such as ICT estate (£1m), estates and teaching spaces (£1.2m).

The Committee thanked Peter for the detailed report and suggested that the request for detail of this level may have strayed into operational areas out-with the remit of the Board. The Committee agreed that the report had been a useful insight into management decision making, though future operating expenses reports are not required for future meetings of the Committee. The Committee noted the report.

26.08 Environmental Sustainability Strategy
Niall presented a first draft of a performance monitoring dashboard for the Environmental Sustainability Plan. The Committee was complimentary of the content of the strategy and noted that, as it had been implemented recently, progress was satisfactory at this stage. The committee encouraged management to provide quantitative commentary against targets in future reporting. The committee requested that the current use of green, amber, red, (currently indicating completed, in progress, not started) is re-visited, so that it is a better reflection of progress against targets. The committee felt that the currently predominantly amber and red dashboard did not give management credit for good work having been done. The Committee noted the report.
NM

26.09 Estates, Capital Expenditure Masterplan (A)
Peter spoke to the report. An updated Capital Master Plan covering multiple years from 2026-27 onwards will be prepared on receipt of the recently commissioned Condition Survey Report. Input will also be sought from Executive Management Team / Senior Management Team as to capital requirements for curriculum development to be included in future capital plans. Peter provided an update on 2024-25 projects (which have been broadly completed), 2025-26 projects and some which are being considered for 2027-28. Several of the building-related improvement projects, by their nature and complexity, have inherent risks and while all endeavours are carried out to ensure these risks are minimised, there is a possibility of cost over runs.

The Committee discussed the issue of Scottish Funding Council funding deadlines for capital projects, the cladding project at Cardonald and an issue with the lifts at Cardonald. There is a potential risk that if cladding work purchase order is not signed before 31 March funding could be clawed back. However, there are some significant questions remaining at this stage regarding fire safety of the proposed works. The committee agreed that, on balance, the risk of clawback is lower than the risk of substandard work being completed and potentially having be to rectified. The committee were satisfied that management were progressing this review apace with due consideration given to risks.

The Committee discussed the risks associated with complex building projects and expressed a concern that a lot of work is yet to be committed compared to where we are in the funding cycle. Management acknowledged that full utilisation of 25/26 funding allocation may be challenging but remained optimistic. The Committee approved the Capital Expenditure Masterplan pending updates resulting from the conditions survey.

26.10 Financial Report – Year to January 2026 and forecast to July 2026
Peter spoke to the report. At the Board of Management meeting on 11 June 2025, the trustees approved a forecast deficit budget of £540k. The 2025/26 forecast outturn position has improved in comparison to the approved budget. Peter provided an update on the key financial performance indicators and provided details on variances. In line with usual practice, as a risk measure, the College is holding a relatively small Contingency Budget to cover any unforeseen costs, and these funds have not been allocated.

The Committee discussed control mechanisms and tracking and the timing of spending capital funds. The Committee also discussed fixed assets related to the RACC project. Peter Fee will provide an update on RACC spending at the June meeting of the Committee. Committee queried why net assets are forecast to be £6m higher than budgeted when there was only a £0.3m variance in adjusted operating outcome. Peter will investigate this. The Committee noted the report.

PF

26.11 Annual procurement update
Peter spoke to the report. There are legal implications in terms of the relevant procurement legislation that the College must comply with, and the College Procurement Team ensures appropriate procedures are in place. The financial implications are as shown in the contract schedule which outlines contract values. In addition, the College receives an Annual Benefits Statement to indicate the total benefits/efficiencies achieved through procurement. The Committee noted the report.

Sue Irving left the meeting.

26.12 Committee effectiveness review
Jennifer Hunter spoke to the committee effectiveness review. The review provides an analysis of how the Committee achieves its remit. All areas are currently being met. The review may be updated for Q1 2026-27 depending on what comes from the overall Governance Effectiveness Review which is taking place at present. The Committee noted the review.

26.13 Glasgow Clyde Education Foundation Update
Jon Vincent spoke to the report. On 22 January 2025 GCEF received formal winding-up consent from the Office of the Scottish Charity Regulator (OSCR). This consent requires the Foundation to complete the process within three months. However, due to an issue outside of their control with finalising their accounts the winding up was

significantly delayed. However, on 16 January 2026 the college received confirmation from Glasgow Clyde Education Foundation that OSCR had removed it from the Scottish Charity and therefore it had been dissolved. Due to delays in the dissolution process the commissioning of the audit activity was deferred. However, Henderson Loggie has now agreed to include this work in their 2025/26 audit schedule, looking at the period Academic Year 2024/25.

The Committee discussed the report, including timeframes for the learning spaces projects and the governance framework around decision-making going forward for learning spaces projects given that GCEF is dissolved and Glasgow Clyde are the custodians, while GCEF originally had a different decision-making role. Jon will speak to Sue Irving and report back to Margaret Swiderska, as regards future governance around the learning spaces work.

JV

26.14 Strategic Risk Register

Niall spoke to the report. RE1 failure to manage College financial sustainability – AY24/25 reported an externally audited AOP surplus of £85k. Notwithstanding this positive result, the AY25/26 budget is a £0.5m deficit therefore no change to the Net Risk score of 20. The Full Year Outturn will be finalised at the end of March, and the Financial Sustainability Plan will come to Committee in due course. RE2 implications of national bargaining – while the support staff pay award for 2025/26 has now been concluded the net risk remains unchanged at 8. RE3 Failure to achieve SFC credits target and clawback of funding – recent experience has shown the College to be extremely adept at achieving the credits target. Net risk is negligible and remains so. The Committee noted the report.

26.15 Review Committee Remit (**R**)

Jennifer outlined proposed changes to the remit of the Committee: to approve rather than to review the estates and capital expenditure master plan, which will still go to the Board for noting. The Environmental Sustainability Plan will be reviewed every six months instead of every quarter. An additional update covers changes to job titles. The Committee agreed to recommend the changes to the Board of Management.

26.16 SFC / Audit Scotland Updates

Niall reported an increase in funding from the Scottish Funding Council; more details will be provided in due course when the team have had time to go over the figures. The Committee discussed the impact of uncertainty around RDEL and CDEL figures and the annual Scottish Funding Council Financial Forecast Report. The Committee noted that SFC are working on a new partnering model which will support streamlining of financial forecasting. The Committee noted the report.

26.17 Schedule of Work

The Committee noted the schedule of work. The schedule for the next academic year will come to the 3 June meeting of the Committee. **JH**

26.18 Any other business

There were not items for any other business.