

Board of Management

Meeting of the Development Committee

**MINUTE OF 1st MEETING HELD ON THURSDAY 31 OCTOBER 2024 AT 1500 HRS (DC1)
HELD ON CITY CAMPUS, ROOM C.06.106.**

Present	
Dave Anderson (Convener)	Paul Little
Nicola Cameron	Amy Paterson
In attendance	
Shelley Breckenridge	S Mcdowall
Andrew Dickson	Drew McGowan
Roy Gardner	
Carla Gethin	Ann Butcher (Minute)
Apologies for absence	
Douglas Baillie	Charlie Montgomery

Item DC1-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from D Baillie and C Montgomery.	

Item DC1-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	<p>D Anderson and S Breckenridge declared a connection to item 4.2 as they are directors of the City of Glasgow International Ltd; however, it was highlighted that their role was to represent the Board of Management of the College on the CGI Board of Directors.</p> <p>S Mcdowall declared a connection to item 4.1, noting that he was invited to attend in his role as Head of Innovation & STEM, while also being a Board member. After applying the objective test, he did not believe this constituted a declarable interest, as the purpose was solely to provide an update on the College Local Innovation Centres project, which is a collaboration with six colleges, with no decisions required.</p>	

Item DC1-3.1	Minute of the Development Committee Meeting held on 8 May 2024	
Paper No: DC1-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	

Item DC1-3.2	Development Committee Annual Report 2023-24	
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Paper No: DC1-B	Lead: D McGowan	Action requested: Approve
Discussion	<p>D McGowan provided an overview of the Committee's high-level review and record of deliberations and decision-making throughout academic year 2023-24.</p> <p>P Little suggested that the Committee's Commercial and International business be separated, with a clear definition to be established for each, in the 2024-25 annual report. S Breckenridge also suggested that the reference to CGI under point 9 be amended to 'first three years of trading'.</p>	
Decision/Noted	That subject to agreed amendment, the Development Committee Annual Report 2023-24 was approved.	

Item DC1-4.1	Presentation – S Mcdowall, Head of Innovation and STEM – CLICK Project	
Paper No: Verbal	Lead: S Mcdowall	Action requested: Approve
Discussion/ Matters Arising	<p>S Mcdowall provided the Committee with an update on the College Local Innovation Centres (CLIC) pilot project which aims to boost business productivity in the Glasgow City Region by enhancing digital capabilities, focusing on five key business clusters identified through detailed research and consultation.</p> <p>Six colleges across west-central Scotland are delivering the Innovation Centres, which play a vital role in enhancing the region's innovation ecosystem. The current goal is to connect with over 200 businesses throughout Glasgow, Inverclyde, Lanarkshire, Renfrewshire, and West Dunbartonshire via these dedicated centres. The centres are now offering a range of services, including six newly developed accelerator courses, with the first set to launch in December. To date, 75 companies have commenced initial engagement, with around half having completed initial assessments.</p> <p>Recognising that this pilot project is funded by the Innovate UK Further Education Fund for a 12-month period, the platform is gathering data to assess business innovation capabilities across participating sectors. By benchmarking businesses at the start and end of their engagement, the centres aim to measure progress, close identified gaps, and strengthen their case for additional funding.</p> <p>D Anderson praised the progress made and expressed hope that this project would continue beyond the initial funding. P Little agreed, pointing out that the project is a great example of institutions working together and connecting with wider UK networks. He also mentioned his recent attendance at the Digital Glasgow Ecosystem Conference, where it was evident that this important work highlights the College's contribution to the innovation district.</p> <p>N Cameron raised the question of how Key Performance Indicators (KPIs) are captured to measure progress in project management and engagement. S Mcdowall informed that a set of KPIs have been provided by Innovate UK. Quarterly updates are provided including progress, budget spend, and the impact on business engagement, such as productivity improvements from</p>	

interventions. He further advised that the 12-month project duration did not allow enough time to capture long-term impacts and it was agreed that if businesses are progressing towards a sustainable business model, this would be considered a success. An external evaluator has been commissioned to assess the quality of delivery.

Decision/Noted To discuss the update on CLIC.

Item DC1-4.2		CGI Ltd Update Report – Business Plan Proposal	
Paper No: DC1-C	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>R Gardner provided an overview of the City of Glasgow (CGI) Ltd business plan including the proposed activity for CGI Ltd over the next 3 years, covering its vision, goals and proposed profit and loss. Acknowledging that the plan needs further work, he welcomed comments and further input from members offline.</p> <p>R Gardner further informed that following the resignation of the Head of Training & Partnerships in April, it was agreed that the post would not be directly replaced. This role has now been reviewed and refined to have a more sales-focused remit and a proposed new job description for a Business Manager, outlining the type of candidate required to take forward the refocussed business plan, was also submitted for consideration.</p> <p>D Anderson considered that the proposed salary was insufficient for attracting the level of experience and expertise required for the position. The Committee also considered adding a commission structure but agreed that the role’s responsibilities, including building business relationships and travel, justified a higher salary at this stage. It was suggested that a comparison with similar external roles be conducted, noting that the business plan focused more on sales than business management. It was also recommended that the person specification be revised and updated. Further incentives may be considered in future based on the individual’s performance in the role.</p> <p>It was agreed that N Cameron and A Paterson provide any additional feedback to D Anderson over the next 2 weeks for further consideration by CGI Ltd.</p>		
Decision/Noted	That N Cameron and A Paterson provide feedback to D Anderson as agreed.		

Item DC1-4.3		Commercial and International Performance Report	
Paper No: DC1-D	Lead: C Gethin	Action requested: Discuss	
Discussion/ Matters Arising	C Gethin provided an overview of the end-of-year commercial performance in 2023-24 and a comparison to performance against 2022-23. The commercial income for 2023-24 shows a 7% shortfall from the target due to a challenging operating climate and a period of industrial action that made achieving the stretch budget difficult. City Enterprises assumed responsibility for three professional programmes from the Faculty of Education and Humanities, with the transition leading to a shortfall against		

inherited targets. Efforts are ongoing to restore targets to 2023-24 levels with regular Faculty meetings to track performance. An update will be provided at the next meeting. Despite the financial challenges, there is a growth trajectory with income in 2023-24 exceeding that of 2022-23 and 2021-22. Discussion followed on the potential of running commercial courses through CGI Ltd which will be further explored.

International fee income for 2023-24 showed a 16% increase compared to target with the Faculty of Nautical and STEM continuing to generate most of this income. Further international income diversification has been achieved across other Faculties however the UK Immigration Policy has presented challenges. . International income growth in 2023-24 also exceeded that of 2022-23 and 2021-22. C Gethin and R Gardner updated the Committee on plans to meet this year's target, including the recruitment of new agents and work plans in Norway and Indonesia.

The combined Commercial and International Income shows a slight decrease from the budget. However, it was noted that the combined Commercial and International fee income for 2023-24 exceeded the actual combined income for 2022-23 by 19%.

The Business and Partnerships department has performed well against budget with a forecasted loss now securing a profit. A breakdown including cross-college contributions from City Enterprises and significant growth in International Projects income were particularly highlighted. D Anderson welcomed a more detailed update on the student accommodation, noting that this will be provided at a future meeting.

Decision/Noted

To note the update report.

Item DC1-4.4		Estates Masterplan Progress Report	
Discussion/ Matters Arising	Paper No: DC1-E	Lead: A Dickson	Action requested: Discuss
	<p>A Dickson provided an update on the estates masterplan progress for both the Riverside Innovation Centre (RIC) and Charles Oakley Building (COB) sites.</p> <p>Riverside Innovation Centre</p> <p>As agreed, notice was served in October on the lease arrangements with the owner of St Luke's Accommodation which will run to September 2035. This will allow for planning a new Purpose-Built Student Accommodation (PBSA) development at Riverside. An invitation to tender for supply and delivery of the Innovation Centre and Accommodation Development business case has been issued, and a summary of the tender and business case was submitted.</p> <p>Charles Oakley Building</p> <p>The current annual maintenance expenditure is costing £200k per annum which now includes rates. In light of the current financial position, doing 'nothing' is not now considered an option and alternatives were highlighted including obtaining a value to sell the building (noting that only 70% of any amount over £1m will be kept by the College); obtaining a cost to demolish and wrap the building over the next 2 years (to recoup ongoing costs and rates) and; carrying out an outline business case for COB and the</p>		

	<p>surrounding area by revisiting the Ryden report or a new invitation to tender with an ambition for a PBSA on site.</p> <p>D Anderson acknowledged that the ongoing costs were unsustainable, and all options were considered. The Committee noted that discussions have taken place with Glasgow City Council (GCC) on the potential to demolish and to obtain approval to wrap the building in the short term. N Cameron highlighted that if demolition were to proceed, Historic Environment Scotland would need to be involved alongside GCC due to the building's listed status and suggested that a consultant be engaged for this specific task.</p> <p>The possibility of issuing a new invitation to tender for a PBSA on site was also discussed, with the understanding that this may depend on establishing sufficient demand. N Cameron further added that other potential uses for the building, such as creating new GCC housing should also be considered.</p> <p>Full updates on the progress of each option will be provided at the next meeting.</p>
Decision/Noted	<p>To discuss the update report.</p> <p>To provide full updates on each option at the next meeting.</p>

Item DC1-4.5	Corporate Development Scenario Update	
Paper No: Verbal	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	R Gardner highlighted to the Committee that the College continues to perform well due to stakeholder engagement, a strategic focus on growth and robust planning being in place to support this. He reminded members of the scenario planning undertaken regularly by the Executive Leadership Team and assured members that the Corporate Development Scenario Plan had recently been updated.	
Decision/Noted	To discuss the verbal report.	

Item DC1-4.6	Strategic Risk Review	
Paper No: DC1-F	Lead: D McGowan	Action requested: Discuss
Discussion/ Matters Arising	The Strategic Risks reported to the Committee were reviewed in detail. Members agreed to reduce the score of SR20 from 20 to 12 as recommended. The Committee considered the proposed new entry (SR28) and, following a discussion, approved the entry subject to "infrastructure" and St Luke's being included in the description. The risk score for SR28 was set at 12 as recommended.	
Decision/Noted	<p>That the reduced risk score for SR20 was agreed.</p> <p>That a new risk SR28 be added to the register subject to agreed amendment.</p>	

Item DC1-5	Any Other Notified Business	
Paper No:	Lead: Convener	Action requested: Note

Verbal		
Decision/Noted	None.	

Item DC1-6	Review of Meeting	
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	D Anderson highlighted the valuable discussions the Committee had on CLIC, CGI, the College's estate and commercial/international work. Members agreed that CGI and COB be highlighted to the Board in the Governance Report prepared by D McGowan.	

Item DC1-7	Disclosability of Papers	
Paper No:	Lead: Convener/D McGowan	Action requested: Note
Decision/Noted	The disclosability status of papers as described on respective cover sheets were retained.	

Item DC1-8	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Wednesday 6 February 2025	

The meeting closed at 1650 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC1-3.2 31 10 24	DC Annual Report 2023-24: Update as agreed.	DM	ASAP
DC1-4.2 31 10 24	CGI Ltd Update Report: Provide feedback on Business Plan and Job Description to DA.	NC/AP	Next 2 weeks
DC1-4.4 31 10 24	Estates Masterplan Progress Report: Provide update on options.	AD	DC Mtg 06 02 25

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC3-4.1 15 05 24	Committee ToR Review: Consider additional members.	DM	Ongoing Complete
DC3-4.1 15 05 24	Committee ToR Review: Submit for approval at the next Board meeting.	DM	BoM Mtg 19 06 24 Complete
DC3-4.2 15 05 24	CGI Ltd Activity Report: Extraordinary meeting to be held to consider new Business Case and seed funding request.	ALL	Prior to the first BoM Mtg 24-25 Superseded DC1-4.2
DC3-4.5 15 05 24	College Student Accommodation (St Luke's): Recommend serving notice on lease agreement.	DA/DM	BoM Mtg 19 06 24 Complete
DC3-4.5 15 05 24	College Student Accommodation (St Luke's): Provide a breakdown of staff costs.	RG	Future DC mtg
DC3-4.7 15 05 24	Strategic Risk Review: Consider additional cost risk to residences and COB.	DM	Next Quarterly Review Complete
DC3-5.2 15 05 24	International Travel Annual Report: Incorporate additional information as requested.	RG	ASAP
DC2-4.5 15 02 24	CGI Ltd Activity Report: Business Case and seed funding request to be submitted.	RG	Extraordinary DC Mtg Superseded DC1-4.2
DC3-4.3 08 02 23	Performance against Targets: Invite R Daye to future meeting.	RG	Ongoing