

Board of Management

Meeting of the Development Committee

**MINUTE OF 2nd MEETING HELD ON THURSDAY 6 FEBRUARY 2025 AT 1530 HRS (DC2)
HELD ON CITY CAMPUS, ROOM C.06.106.**

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

Item DC2-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from D Baillie and A Paterson.	

Item DC2-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	<p>D Anderson declared a connection to item 4.2 as director of the City of Glasgow International Ltd; however, it was highlighted that his role was to represent the Board of Management of the College on the CGI Board of Directors.</p> <p>D Anderson informed the Committee that due to his role as Chair of the Board of Management, he intends to stand down as Chair of CGI Ltd at the next full Board meeting. He advised that one Board member expressed an interest in joining the CGI Ltd Board of Directors on behalf of the Board of Management. Discussions will be had in advance of tabling a nomination for Board approval in March 2025.</p>	

Item DC2-3.1	Minute of the Development Committee Meeting held on 31 October 2024	
Paper No: DC2-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved. All matters arising from the previous meeting were covered in the current agenda. R Gardner reported that a breakdown of student accommodation staff costs and the international travel annual report with additional information would be submitted at the next meeting in May.	

Item DC2-3.2		Social Media Policy
Paper No: DC2-B	Lead: R Gardner	Action requested: Approve
Discussion	<p>R Gardner provided an overview of the Social Media Policy which had been updated to reflect changes in the social media landscape and legal requirements (including Data Protection) and will allow the College to mitigate risk while embracing the benefits of social media.</p> <p>R Gardner particularly emphasised that staff must maintain professionalism and use social media responsibly. Guidelines within the Policy are also provided to protect the College's reputation, safeguard privacy, and prevent misuse. The consequences of violating this policy were also highlighted.</p> <p>The Committee noted that although the use of WhatsApp may be used by staff to contact each other, personal data or business decisions must not be recorded. It was also acknowledged that staff must not use WhatsApp to engage with students.</p> <p>Appropriate social media staff training will be implemented throughout the remainder of the academic year and beyond. Organisational Development will record staff participation to ensure completion. A report on Policy breaches will be provided to the Committee and oversight will be maintained during and after the rollout to assess the Policy's effectiveness and address any issues. D Anderson suggested that staff induction should also include awareness raising. The Policy be reviewed annually.</p>	
Decision/Noted	To approve the revised Social Media Policy.	

Item DC2-4.1		International Branch Campus
Paper No: Verbal	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>R Gardner provided an update on a scoping study being conducted by the Corporate Development team to explore the potential impact and opportunities of establishing an International Branch Campus (IBC) following approaches from international partners. The four-phase qualitative study will assess management and operational implications for the College. This will provide an evidence-based foundation to inform the next steps and recommendations for any potential future decisions.</p> <p>R Gardner emphasised that the College was not committed to progressing an IBC but was, instead, to exploring various models, including the construction of new premises overseas, operating from a regional hub and collaborating with a selected partner, along with their respective costs, benefits and challenges.</p> <p>N Cameron acknowledged the potential of this initiative and suggested that the study should include a review of similar initiatives by other institutions, including universities. She highlighted the importance of analysing both successful and unsuccessful cases to help understand key issues. She also stressed the need for a financial assessment, particularly regarding</p>	

	<p>money transfers as well as evaluating the wider benefits to the College, Glasgow and Scotland.</p> <p>P Little thanked R Gardner for the presentation and welcomed the scoping study that was being undertaken by his team. He explained that, while not against the idea of an IBC, he was not convinced at this stage that it was a model the College should pursue. Additionally, he highlighted the importance of identifying clear alternative options and defining stages at which these should be considered in comparison to establishing an IBC. He recommended that the study identifies the commercial and reputational risks involved and factors in the College's current international work and support from, for example, the Chambers of Commerce network.</p> <p>D Anderson agreed that examining how other institutions manage similar facilities would be essential. He further recommended that the study assess the target market, delivery mechanisms and overall value. He suggested conducting a cost-benefit analysis, assessing associated risks and considering the sustainability of any potential benefits. The importance of exploring models beyond the education sector was also suggested.</p> <p>After a discussion on the study title, members agreed that it would be best to rename and suggested "International Partnerships".</p>
Decision/Noted	<p>To discuss the scoping study for an International Branch Campus.</p> <p>To provide an update report at the next meeting.</p>

Item DC2-4.2	CGI Ltd Update Report – Business Plan Proposal	
Paper No: Verbal	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>R Gardner confirmed that the business plan has now been finalised, and the Business Manager job has been advertised, with the application deadline set for the end of the month.</p> <p>As previously mentioned, the Chair has informed the Committee of his intention to step down.</p>	
Decision/Noted	That an update will be provided to Committee members on the appointment of the Business Manager by email.	

Item DC2-4.3	Commercial and International Performance Report	
Paper No: DC2-C	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>R Gardner provided an overview of the College's commercial performance at January 2025.</p> <p>The forecast commercial fee income currently projects a shortfall against budget. The Faculty of Nautical and STEM shortfall is due to lower than anticipated Cadet income however further intakes are scheduled before the end of the financial year which will bring the budget gap back in line.</p> <p>International student fee income currently indicates an increase above budget. This is due to higher-than-expected recruitment for the HNC Nautical Science. It was noted that due to reclassification of part time</p>	

	<p>international fee income to commercial fees, the forecasted international fee income for 2024-25 is lower than actual income for 2023-24.</p> <p>Overall, the total commercial and international fee income is below the combined budget however the College will continue to seek additional opportunities to meet and potentially exceed the budgeted targets.</p> <p>The international project budget for 2024-25 was noted. The Committee was informed that 78% of this budget has been secured with additional projects still at the tender stage.</p> <p>The Committee requested that future reports clearly specify whether the income represents net income and include the costs of delivery. The outturn from the previous year should also be included to ensure that the targets are stretched. P Little also suggested that international projects incorporate a geographic market analysis and utilise the Boston Box matrix.</p>
Decision/Noted	<p>To discuss the update report.</p> <p>That future reports include additional information as requested.</p>

Item DC2-4.4	Estates Masterplan Progress Report	
Paper No: DC2-D	Lead: A Dickson	Action requested: Discuss
Discussion/ Matters Arising	<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 (RIC) The lease arrangements with the owner of St Luke's Accommodation will run to September 2035. An update on the RIC Business Case Development Update was submitted under item 5.1 for noting.</p> <p>Charles Oakley Building As previously indicated, the current annual maintenance expenditure is costing £200k per annum (including rates). The application to obtain Mandatory and Discretionary Rates Relief for Charities was rejected by Glasgow City Council however an appeal has been submitted this month.</p> <p>A Dickson reminded the Committee on the outcome of the Ryden report in 2023 providing options for a Purpose-Built Student Accommodation (PBSA) which identified two favoured delivery models. Further investigation into the cost of demolishing the building has been undertaken. Due to its listed status, professional advice indicates that obtaining demolition permission would be challenging and could take 3 to 5 years. The process involves a 5-step process, requiring proof that all alternative options have been considered, including assessing whether there is any interest in purchasing the property.</p> <p>Following discussion, the Committee agreed that additional commercial surveying expertise should be sought so that a development appraisal on the PBSA option could be carried out. Thereafter it may be worth pursuing soft market testing through a competitive dialogue exercise to gauge developer interest in a joint venture approach to the development of the</p>	

	building and adjoining site. To mitigate ongoing costs, the option to wrap the building to secure short term advertising revenue should be explored. The status of contract arrangements with Ryden, the property consultants who conducted the initial study, also need to be clarified.
Decision/Noted	To discuss the update report. To provide full update on progress at the next meeting.

Item DC2-4.5	Corporate Development Strategy Delivery Report	
Paper No: DC2-E	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>R Gardner provided an update on progress towards achieving the 7 aims outlined in the Corporate Development Strategy. The following updates were reported:</p> <ul style="list-style-type: none"> • Brand positioning continues to be monitored through social media platforms. The College has 86.9k followers and positive sentiment remains high. • Global ambition efforts continue. Updates on progress towards aims were addressed under other agenda items. • Innovation and STEM activity has continued to grow, with the most significant development being the College Local Innovation Centres (CLICK) pilot project funded by the Innovate UK Further Education Innovation Fund. • The Flexible Workforce Development Fund (FWDF) ran for 6 years, and the College delivered funding for a wide range of employers, upskilling 37 378 individuals and helping organisations address their skills gaps. A report on its success will be published and shared with stakeholders. • The College is now seen as a key partner across the Glasgow City Region providing significant investment opportunity within the City Innovation District with the Riverside Innovation Centre (RIC). The College has also signed an MoU with Bolton University (now University of Greater Manchester). Various workstreams across Faculty departments and Directorates are exploring international partnerships and recruitment, staff exchanges and articulation agreements 	
Decision/Noted	To discuss the update report.	

Item DC2-5.1	Riverside Innovation Centre (RIC) Business Case Update	
Paper No: DC2-F	Lead: D McGowan	Action requested: Discuss
Decision/Noted	To note the update on the appointment of the Business Case Consultants and the progress to date. A presentation will be provided at the next meeting.	

Item DC2-6	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	None.	

Item DC2-7	Review of Meeting	
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	<p>D Anderson highlighted the constructive discussions and excellent papers the Committee had received on CGI, and the College's estate and commercial/international work. Members agreed that the Social Media Policy and exploration of international partnership markets and COB be highlighted to the Board in the Governance Report prepared by D McGowan.</p> <p>P Little requested that advance papers be provided for agenda items and that verbal reports be kept to a minimum.</p>	

Item DC2-8	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 DC2-9	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	To be rescheduled.	

The meeting closed at 1715 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC2-2 06 02 25	Dol: Nomination for CGI Ltd for Board approval.	RG/DA	BoM 26 03 25
DC2-4.1 06 02 25	International Branch Campus: Provide update at next meeting.	RG	08 05 25
DC2-4.2 06 02 25	CGI Ltd Update: Provide update on appointment of Business Manager by email.	RG	ASAP
DC2-4.3 06 02 25	Commercial & International Performance Report: Include additional information as requested.	RG/CG	08 05 25
DC2-4.4 06 02 25	Estates Masterplan Progress Report: Provide update at next meeting.	AD	08 05 25
DC2-5.1 06 02 25	RIC Business Case Update: Presentation will be provided at next meeting	RG	08 05 25
DC2-7 06 02 25	Review of Meeting: Advance papers be provided for agenda items.	RG	Ongoing

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC1-3.2 31 10 24	DC Annual Report 2023-24: Update as agreed.	DM	ASAP Complete
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 Complete
DC1-4.4 31 10 24	Estates Masterplan Progress Report: Provide update on options.	AD	DC Mtg 06 02 25 Complete
DC3-4.5 15 05 24	College Student Accommodation (St Luke's): Provide a breakdown of staff costs.	RG	May 2025
DC3-5.2 15 05 24	International Travel Annual Report: Incorporate additional information as requested.	RG	May 2025
DC3-4.3 08 02 23	Performance against Targets: Invite R Daye to future meeting.	RG	Ongoing