CITY OF GLASGOW COLLEGE

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON THURSDAY 29 MAY 2025 AT 1500 HRS (DC3) HELD ON CITY CAMPUS, ROOM C.06.106.

Present	
Dave Anderson (Convener)	Amy Paterson
Nicola Cameron (Remote)	
In attendance	
Roy Gardner	Jacqui Massie
Carla Gethin	Drew McGowan
David Green	Donal O'Herlihy
Chris Keenan	Claire Gallacher (Minute)
Apologies for absence	
Douglas Baillie	Andrew Dickson
Shelley Breckenridge	Paul Little
Rachel Daye	

Item DC3-1	**Apologies for Absence**	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from D Baillie, S Breckenridge, R Daye, A Dickson and P Little.	

Item DC3-2	**Declarations of Interest**	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest noted.	

Item DC3-3.1	**Minute of the Development Committee Meeting held on 6 February 2025**	
Paper No: DC3-A	Lead: Convener	Action requested: Decision
Decision/Noted	That the minute be approved.	

Item DC3-3.2	**Committee Schedule of Business 2025-26**	
Paper No: DC3-B	Lead: D McGowan	Action requested: Decision
Discussion	The Committee Schedule of Business 2025-26 was reviewed. Following a discussion, members agreed to review the Riverside Innovation Centre and Accommodation Business Case to the October meeting and make a recommendation to the Board of Management.	

Decision/Noted	Subject to the agreed amendment, the Schedule of Business for 2025-26 was approved.

Item DC3-4.1	Committee Terms of Reference Review	
Paper No: DC3-C	Lead: D McGowan	Action requested: Discussion
Discussion/ Matters Arising	Committee members reviewed the current Terms of Reference. D McGowan advised the Committee that the membership of all committees will be subject to change as new non-executive, student and trade union members join the Board. Following a discussion, members agreed to add 'intellectual property' to section 2.5.	
Decision/Noted	Subject to the amendment of section 2.5, the Terms of Reference were recommended for approval by the Board of Management.	

Item DC3-4.2	Presentation – Riverside Innovation Centre	
Paper No: Verbal	Lead: R Gardner/D O'Herlihy	Action requested: Discussion
Discussion/ Matters Arising	D O'Herlihy provided a presentation to the Committee on the proposed Riverside Innovation Centre concept. He advised members that it was a co-development of work-based skills. Under the current plans, there would be 5 meeting rooms holding 25 people, a café area, 5 small cellular offices exhibition space. The other build would be a Halls of Residence. R Gardner said that there would be an opportunity for start-up space in the area and it was helpful that we were located in the Innovation District. He advised that the St Luke's contract would terminate in May 2029. C Keenan advised that the space was a versatile space and could be used by other Faculties. The Committee welcomed the progress made on the plans and noted that the business case would be presented at the next meeting in October, ahead of being recommended for final approval to the Board of Management in December.	
Decision/Noted	To discuss the Riverside Innovation Centre.	

Item DC3-4.3	Presentation – Halls of Residence	
Paper No: Verbal	Lead: C Gethin	Action requested: Discussion
Discussion/ Matters Arising	C Gethin delivered a presentation on the College's Halls of Residence to the Committee. Members noted that, between 2021 and 2024, College accommodation generated £7.6 million in income, with a surplus of nearly £1.5 million. Riverside contributed £3.65 million with a surplus of £817,000. Staffing costs rose due to new shift allowances in 2022/23, but it prioritises cadet housing and maintains steady demand, with rental increases capped at 2–3% annually. St Luke's generated £3.96 million and a surplus of £672,000, driven by longer Phase 3 cadet stays. However, limited staff coverage, lease restrictions, and maintenance issues have reduced capacity and income	

	from seasonal bookings. Both sites are financially viable, but operational constraints at St Luke's require ongoing attention. C Gethin suggested that the Committee may wish to change the location of its October meeting from the City campus to the Riverside campus, to allow for a short pre-meeting tour of the campus and accommodation.
Decision/Noted	To discuss the College accommodation.

Item DC3-4.4	**Commercial and International Performance Report**	
Paper No: DC3-D	Lead: C Gethin/J Massie	Action requested: Discussion
Discussion/ Matters Arising	J Massie presented the commercial and international performance report to the Committee. Between August 2024 and April 2025, the College generated £5.57 million in commercial income - 13% below the annual target but 13% higher than the previous year. The Faculty of Nautical & STEM remains the main contributor, although still forecasting a £1 million shortfall. Hospitality & Leisure and Education & Humanities have shown encouraging growth. Members were advised that international student fee income is forecast at £1.12 million - 12% below target and significantly lower than last year due to the reclassification of part-time fees. However, the Nautical & STEM faculty is exceeding its target in this area. J Massie informed the Committee that international project income is performing well, with 86% of the £400,000 target already secured and further tenders in progress. The College remains in a strong position, despite income falling short of the target. This performance broadly aligns with our international strategy. High-performing markets (India, Indonesia, Singapore) continue to deliver, while emerging regions (Angola, Vietnam, Saudi Arabia) show promise through active project development. Planning is underway to recalibrate future targets and deepen strategic focus in priority markets identified in the Boston Matrix.	
Decision/Noted	To discuss the Commercial and International Performance Report.	

Item DC3-4.5	**Estates Masterplan Progress Report**	
Paper No: DC3-E	Lead: R Gardner	Action requested: Discussion
Discussion/ Matters Arising	R Gardner provided an update to the Committee on the Colleges participation and attendance at UKREiiF where it partnered with Glasgow City Council. The Riverside Project featured on Glasgow's pitchbook as an investment opportunity. Discussions will now take place, facilitated by Invest Glasgow, with Legal & General who are interested in funding future developments in Glasgow. R Gardner updated the Committee on the communications with Simpson & Brown on the potential demolition of the Charles Oakley Building (COB).	

	R Gardner said that discussions have also taken place with representatives from Sir Robert McAlpine, Reaich & Hall Architects and Scape Scotland, all of whom are interested in assisting the College with exploring schemes for the COB, given that demolition is very unlikely. R Gardner presented outline costs for the erection of scaffolding to both cover and protect the outside structure of the COB. In line with this concept, R Gardner has engaged in discussions with Blow Up Media 'attended UKREiiF' on indicative costs for wrapping the scaffolding and what potential revenue could be received if planning was agreed. The Committee agreed that a more detailed COB business case should be provided at the next meeting in October 2025. Ahead of this, members agreed, A Dickson and R Gardner should also meet with N Cameron to discuss a Pre-App and Change of Use for the COB and should also discuss whether a development appraisal should be commissioned to inform feasible future uses for the building.
Decision/Noted	To provide a detailed COB business case at the next meeting. That A Dickson and R Gardner meet with N Cameron to discuss a Pre-App and Change of Use for the COB and also discuss whether a development appraisal should be commissioned to inform feasible future uses for the building.

Item DC3-4.6	**CGI Ltd – Director Nominations**	
Paper No: Verbal	Lead: D Anderson	Action requested: Discussion
Discussion/ Matters Arising	D Anderson confirmed that he was stepping down as Chair of CGI Ltd and that he was seeking nominations from other members to represent the Board. To date, only one note of interest has come forward from R Gillespie. It was agreed that a recommendation of appointments and re-appointments will be made to the Board of Management.	
Decision/Noted	To discuss the CGI Ltd Director Nominations and to agree that recommendations will be tabled at the Board of Management meeting in June for approval.	

Item DC3-4.7	**CGI Ltd Update Report**	
Paper No: DC3-F	Lead: R Gardner	Action requested: Discussion
Discussion/ Matters Arising	R Gardner confirmed that the Business and Sales Manager vacancy had been advertised through S1 Jobs and that the closing date was Sunday 1 June. Both R Gardner and C Gethin will conduct the interviews w/c 16 June with a view to appoint as soon as possible. Also, that given R Gardner now holds the role of Depute Principal & Chief Operating Officer, he will resign as Director of CGI Ltd once the new Vice Principal for Corporate Development & Innovation is appointed in late June.	
Decision/Noted	To discuss the CGI Ltd Update Report.	

Item DC3-4.8	International Branch Campus	
Paper No: Verbal	Lead: C Gethin	Action requested: Discussion
Discussion/ Matters Arising	An update was provided on the International Branch Campus (IBC) Scoping Study, which is currently being finalised. The study builds on the 2024 feasibility work and explores delivery models, strategic alignment, and potential international locations. Feedback from the Development Committee has been incorporated into the final draft. The completed study will be presented to the Board of Management at its next meeting in October 2025.	
Decision/Noted	To discuss the International Branch Campus. To present the completed study at the Board meeting in October.	

Item DC3-4.9	Strategic Risk Review	
	Lead: D McGowan	Action requested: Discussion
Discussion/ Matters Arising	D McGowan tabled the outcome of the recent quarterly review of the Strategic Risk Register and Management Action Plans (MAPs) for the Committee's consideration. Members noted that while no changes to the risk scores were proposed in this review, the MAPs had been updated. However, SR20 was missing and will be included prior to tabling at the Board.	
Decision/Noted	The Strategic Risk Register for risks reported to the Committee was approved with no changes proposed. To note the associated Management Action Plans, with SR20 being updated before issuing to the Board.	

Item DC3-5.1	International Travel Annual Report	
Paper No: DC3-H	Lead: C Gethin	Action requested: Discussion
Decision/Noted	To note the international travel undertaken by staff and the benefits associated with this type of activity.	

Item DC3-6	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Noting
Decision/Noted	No other notified business was received.	

Item DC3-7	Review of Meeting	
Paper No: Verbal	Lead: Convener	Action requested: Noting
Decision/Noted	The Committee agreed to highlight the development of the Riverside Innovation Centre and Accommodation business case and future use of the Charles Oakley Building in the Governance Report prepared by D McGowan for the full Board.	

Item DC3-8	Disclosability of Papers	
Paper No:	Lead: Convener/D McGowan	Action requested: Noting
Decision/Noted	The disclosability status of papers as described on respective cover sheets were retained.	

Item DC3-9	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Noting
Decision/Noted	Thursday 23 October 2025	

The meeting closed at 17:30 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-4.5 29 05 25	**Estates Masterplan Progress Report:** To provide a detailed COB business case at the next meeting.	RG	DC Mtg 23 10 25
DC3-4.5 29 05 25	**Estates Masterplan Progress Report:** That A Dickson and R Gardner meet with N Cameron to discuss a Pre-App and Change of Use for the COB and discuss whether a development appraisal should be commissioned to inform feasible future uses for the building.	AD/RG/ NC	ASAP
DC3-4.8 29 05 25	**International Branch Campus**: To present the completed study at the Board meeting in October.	CG	BoM Mtg 01 10 25

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC2-2 06 02 25	**DoI**: 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
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