Board of Management

Date of Meeting	10 December 2025
Paper No.	BoM2-L
Agenda Item	5.3
Subject of Paper	Committee Annual Reports 2024-25 – Part 2
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance and Risk
Date of production	November 2025
Action	For Noting

1. Recommendations

1.1. To note the annual reports for the Development Committee and People & Culture Committee for the 2024-25 academic year.

2. Purpose

2.1. To provide the Board of Management with a high-level review of the business of its committees throughout the most recent academic year.

3. Consultation

3.1. Members of the respective committees considered their annual reports at the first meeting of the academic year and approved them for tabling at the Board's meeting in October and December for noting.

4. Key Insights

4.1. Since 2014-15, following an internal audit recommendation, the Board of Management has established the practice of preparing an annual report for each committee. Annual committee reports are tabled early in the academic year.

4.2. The annual reports provide a high-level review and record of a committee's deliberations and decision-making which can be used by members to reflect on the year, as well as to inform other stakeholders. In addition to the regular publication of Board and committee minutes and papers, annual committee reports demonstrate the College's commitment to openness and transparency.

4.3. All of the annual reports prepared for the committees will be used as a basis for the drafting of the College's annual report, in line with the original internal audit recommendation.

5. Impact and Implications

5.1. Annual committee reports are one aspect of the Board's established practices that aim to provide assurance to the College's students, staff and other stakeholders, including the Regional Board, that our systems of governance, effectiveness and accountability remain robust and delivered to a high standard.

Appendices:

Appendix 1: The Development Committee Annual Report 2024-25

Appendix 2: The People & Culture Committee Annual Report 2024-25

Development Committee Annual Report 2024-25

Introduction

1. The Development Committee oversees the College's corporate development, including commercial/international activities and partnerships, as well as its brand and reputation.

2. D Anderson convened the Committee and its membership consisted of D Baillie, N Cameron, P Little, C Montgomery and A Paterson. S Breckenridge also served as a co-opted member.

3. During this academic year, three meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Vice Principal of Corporate Development & Innovation, Chief Financial Officer, Director of Business Partnerships and other members of staff. A summary of key issues and business of note is enclosed below.

Corporate Development Strategy

4. The Committee received a progress report on the delivery of the seven priorities outlined in the Corporate Development Strategy in February 2025. The Vice Principal of Corporate Development & Innovation highlighted the strength of the College's brand and partnerships, the growth of innovation and STEM activity through the College Local Innovation Centres (CLIC) and the College's role in the Glasgow City Region.

Commercial and International

5. Throughout the academic year, the Vice Principal of Corporate Development & Innovation and Director of Business Partnerships updated the Committee on the College's commercial and international work and progress against targets. By the final meeting of the academic year in May, the College generated £5.57 million in commercial income – an increase on the previous year, although below the annual target. The Faculty of Nautical & STEM remained the largest contributor, with improving contributions from the Hospitality & Leisure and Education & Humanities faculties.

6. Internationally, at £1.12 million, student fee income was lower than both the target and the previous year, primarily due to changes in the classification of part-time enrolments. However, international project income performed strongly, with 86% of the £400,000 annual target secured and further opportunities in development.

7. The Committee noted continued progress against the international strategy, with established markets maintaining strong performance and emerging markets showing early promise. Planning is underway to refine targets and strengthen focus in priority regions. The figures listed above are subject to change and audit.

City of Glasgow International

8. City of Glasgow International Ltd (CGI), the College's wholly-owned subsidiary company, commenced its first year of trading in August 2022. The purpose of CGI is to offer commercial services – including in education, training, retail, research and

consultancy – across various local, national and international sectors and markets where the College's presence is limited or infeasible. In doing so, CGI will generate a financial benefit that can be reinvested in the College. This will support the College's efforts to secure a diversity of income and maintain our long-term financial sustainability.

9. The Board of Management appointed D Anderson, D Baillie, S Breckenridge and D Rae to the CGI Board of Directors to provide oversight and support for its progress. At the final meeting of the Board of Management in 2024-25, members approved these re-appointments to CGI's Board of Directors, alongside the new appointment of R Gillespie.

10. In 2024-25, the CGI Board of Directors approved a new three-year Business Plan outlining its vision, goals, planned activity and projected profit and loss. This plan was also presented to the Committee and Board of Management. In December 2024, the Board of Management approved a seed funding request to support CGI's work.

11. However, to date, CGI has achieved limited progress. In May 2024, the Head of Training & Partnerships left CGI and its Board of Directors agreed that the post would not be directly replaced and, instead, a new role would be created. Recruitment for a Business Manager commenced in May 2025 and the successful candidate has accepted the position.

12. The College's internal auditors, Henderson Loggie, are undertaking a review of CGI. The internal audit report will be tabled at the first meetings of the Audit & Assurance Committee in September 2025 and the Development Committee in the new academic year.

Riverside Innovation Centre and Accommodation

13. The College has ambitious plans for the creation of a new innovation centre and increased accommodation at our Riverside campus. The initiative would be a significant investment in college-led innovation, supporting high-value and high-growth sectors, and also meeting the demand for student accommodation.

14. The Committee received a presentation at its final meeting of the academic year from O'Herlihy & Co. Ltd on the development of the Riverside Innovation Centre and Accommodation business case. Members welcomed the progress made to date and noted that the final business case would be presented in October 2025, ahead of being recommended to the Board of Management for final approval in December 2025.

Charles Oakley Building

15. The Committee continued to monitor the position of the Charles Oakley Building (COB) throughout the academic year. Members noted that the COB's maintenance and rates cost the College approximately £200,000 annually. In light of the College's financial position, the Committee agreed that a range of options should be explored, including sale, demolition, redevelopment for Purpose-Built Student Accommodation (PBSA) and other potential uses.

16. Demolition was reported to be highly challenging due to the COB's listed status, with the process taking between three and five years and the outcome not guaranteed. The Committee therefore agreed to focus on further development appraisal work for the PBSA option, alongside exploring short-term cost mitigation measures such as wrapping the building for advertising revenue.

17. At its final meeting of the 2024-25 academic year, the Committee requested that the Depute Principal and Chief Financial Officer develop a detailed business case for the COB, informed by pre-application discussions, change of use considerations, and an assessment of feasible future uses for the site. The business case will be presented at the Committee's first meeting in the new academic year.

Risk Management

18. The Committee regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within its remit throughout the academic year, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

- **SR20 – Income Diversification:** The rating of this risk was reduced from high to medium at the start of the academic year. This was due to the College having consistently achieved its income targets and performing well in a difficult environment.
- **SR28 – Strategic, Physical and Digital Assets:** This is a new risk that was added by the Committee this academic year. It focuses on the potential failure to manage the College's high-value assets, including the COB and land at the Riverside campus, effectively. It was rated as a medium risk.

Members' Attendance

19. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2020-21	4	18	11	61%
2021-22	3	15	12	80%
2022-23	4	20	16	80%
2023-24	3	15	12	80%
2024-25	3	17	11	65%

Review

20. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. Members recommended that responsibility for intellectual property be added to its remit, which was subsequently approved by the Board.

People & Culture Committee Annual Report 2024-25

Introduction

1. The People & Culture Committee has oversight over human resources, organisational development, employee relations, health and safety and equality, diversity and inclusion.

2. R Gillespie convened the Committee and its membership consisted of M Ahmad, P Hillard, P Little, C McCarthy, S Mcdowall and A Sullivan.

3. During this academic year, three meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Vice Principal of People & Corporate Support, Associate Director of Governance and Risk and other members of staff. A summary of key issues and business of note is enclosed below.

Supporting Strategies

4. The People & Culture Strategy outlines the College's vision to deliver a comprehensive workforce plan, support our people, embrace a new world of work and enhance employment relations. The Vice Principal of People & Corporate Support presented an annual delivery report in February 2025. He highlighted that the Personal Development Review (PDR) programme was rolled out in 2024-25 but advised that, due to low completion, it would become mandatory in 2025-26. The Vice Principal also updated members on the progress of procuring a new integrated HR system. The Committee noted that the strategy would be reviewed in light of Covid-19, organisational change and significant staff turnover in HR.

5. The Digital Strategy articulates the College's ambitions for our digital services to support active collaborative learning and data-driven decisions, and be integrated, accessible anywhere, secure and people-centred. The Director of IT reported to the Committee on the delivery of the strategy in February 2025. He updated the Committee on the delivery of Microsoft Teams telephony and the associated cost savings and continued development of the College's cyber security infrastructure. He also highlighted the positive feedback from users of the 4me Service Desk, which is being considered for adoption in the other areas of the College.

6. The Committee welcomed the progress the College had made to date in delivering on the aims of both strategies.

HR Metrics

7. At each meeting throughout the academic year, the Committee received a report on HR metrics and activity from the Vice Principal of People & Corporate Support. In addition to core data and analysis on staff headcount, vacancies, turnover, overtime, absence, development and integration, the report provides an update on the work of the People & Culture team and employee relations.

8. In 2024-25, members were apprised of the use of the voluntary severance scheme and the conclusion of organisational change. Members also discussed work-related

stress, long-term absence and the measures the College has in place to support staff wellbeing. It was also highlighted that there is a low staff turnover rate for the College as a whole but that specific parts of the College face staff retention issues due to competition from other public sector organisations.

Staff Wellbeing and Engagement

9. In the second semester of 2023-24, the College partnered once again with wellbeing specialists, Robertson Cooper, to undertake a new staff wellbeing and engagement survey. The Board and the Committee received presentations on the findings and action plans, with standing updates provided in 2024-25 and planned for 2025-26.

Fair Work

10. The College is wholly committed to the principles of Fair Work. The Committee reviewed a report in February 2025, followed by the Board in March 2025, that outlined the measures and initiatives that were in place to provide an effective voice, opportunity, security, fulfilment and respect for our staff. The College will continue to work with our staff and trade unions to progress Fair Work practices.

Equality, Diversity and Inclusion

11. Members received an update on the College's equality, diversity and inclusion work and data at each of its meetings in the academic year. The Committee was informed of continued improvements to the Equality Impact Assessment process and documentation, measures being implemented to ensure the College complied with the Worker Protection Act 2024 and the work of the Gender Based Violence Working Group. The Committee also reviewed and approved the Public Sector Equality Duty (PSED) Reports for 2025.

Climate Change and Sustainability

12. The Committee received a report in February 2025 on the College's work with the Environmental Association of Colleges and Universities (EAUC) to advance sustainability. The EAUC report highlighted several strengths, including statutory reporting that aligns with sector best practice, significant emissions reductions since 2015-16 of 36.8% for Scope 1 and 54% for Scope 2 and exemplary procurement processes.

13. Areas identified for further development include updating and strengthening sustainability communications, developing a Climate Action Plan and Sustainable Travel Policy, establishing clear pathways to achieving net zero, and undertaking a statutory assessment of future climatic risk. The report also noted that the College has a significant shortfall in dedicated sustainability staffing compared to the wider sector, which may limit progress in delivering on our sustainability ambitions. A plan is in place to address the recommendations within the report for 2025-26.

Estates, Facilities and IT

14. Throughout the academic year, the Estates, Facilities and IT departments updated the Committee on their work to maintain and develop our City and Riverside campuses, as well as maintain the Charles Oakley Building which remains unoccupied.

Risk Management

15. The Committee regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within its remit throughout the academic year, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

- **SR10 - Staff:** This risk, concerning recruiting and retaining suitable staff, has been rated high since June 2023. With an improved financial position and organisational change concluded, it was expected that this risk would reduce in 2024-25. However, difficulties in recruiting and retaining senior staff persist due to terms and conditions, particularly pay, which remain less competitive than the wider public sector.
- **SR17 – Industrial Action:** This risk of industrial action also had a high rating from June 2023; however, it was reduced to a medium rating at the beginning of the academic year following the conclusion of local and national industrial action and multi-year pay deals agreed nationally.

Members' Attendance

16. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2020-21	3	24	24	100%
2021-22	3	21	21	100%
2022-23	3	24	20	83%
2023-24	3	18	14	78%
2024-25	3	21	17	81%

Review

17. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No changes were recommended in 2024-25.