

Board of Management

MEETING OF THE DEVELOPMENT COMMITTEE

MINUTE OF THE 2nd MEETING (DC2) HELD ON Thursday 5 February 2026 AT 1500 HRS ON RIVERSIDE CAMPUS, ROOM R.07.024

Present	
Dave Anderson (Remote)	Chris Deery
Nicola Cameron (Convener)	Roddy Gillespie
Kathleen Davis	Paul Little
In Attendance	
Andrew Dickson	Jacqui Massie
Roy Gardner	Les Paterson
Carla Gethin	Marcus Walker
Iain Marley	Lauren Webster (Minute)

Item DC2-1	Welcome and Apologies	
Paper No: N/A	Lead: Chair	Action requested: Note
	The Committee NOTED apologies from J Gribben and A Paterson.	

Item DC2-2	Declaration of Interest	
Paper No: N/A	Lead: Convener	Action requested: Note
	The Committee NOTED that, in relation to <i>Item DC2-4.3</i> , D Anderson had declared an interest relating to his membership of the CGI Board.	

Item DC2-3.1	Minute of the Development Committee Meeting held on 23 October 2025	
Paper No: DC2-A	Lead: Convener	Action requested: Approve
	The Committee APPROVED the minutes of the previous meeting and NOTED progress against listed actions.	
	The Committee NOTED that to support effective governance the Board of Management had agreed that all committees should nominate a vice convener. The Committee DISCUSSED the role and APPROVED K Davis (Non-Executive Member) as Vice Convener for the Development Committee.	

Item DC2-3.2	RIC Business Case Development Update	
Paper No: DC2-B	Lead: R Gardner	Action requested: Approve
	The Committee NOTED the update on the development of the Riverside Innovation Centre (RIC) Business Case, which covered both the Innovation Centre and the Student Accommodation proposals. The Depute Principal & COO confirmed that the paper reflected updated design work and 2028 cost assumptions, following the Committee's earlier discussion on 23	

October 2025.

The Committee NOTED that the College did not have borrowing capacity and that a range of alternative funding options, including public-sector investment and partnership models, was being explored. The Business Case remained at a strategic and conceptual stage, with further refinement planned.

The Committee DISCUSSED the relationship between the Innovation Centre and Student Accommodation proposals, noting that their purposes, funding models and strategic drivers differ. Members emphasised the critical importance of the Accommodation project, particularly in light of the College's forthcoming exit from St Luke's Place and the resulting reduction in bed capacity.

The Committee DISCUSSED the scope and direction of stakeholder engagement to date and agreed that further targeted engagement would be required, particularly with political, city-region and industry partners. Members considered the current 10% contingency to be low at this early stage, given the number of exclusions and technical uncertainties, and suggested that 15-20% may be more appropriate until site investigations reduce risk.

The Committee DISCUSSED key enablers and assumptions underpinning the proposals, including energy supply, electrical and sewer capacity, the robustness of demand projections, and the importance of benchmarking against comparable innovation centres. Members emphasised the need for future reports to present a shorter executive-level summary, supported by technical appendices.

The Committee NOTED the requirement for the RIC to be included within the Invest Glasgow pitch-book within required timescales and highlighted the importance of clearly articulating the project's market distinctiveness, commercial model and revenue potential.

The Committee DISCUSSED the need for clearer recommendation wording in future reports, ensuring that the Committee was being asked to support continued development work, rather than approve final options prematurely. The Chair advised that an informal session with Committee members could provide an opportunity to explore key aspects of the proposals in more depth.

The Committee DISCUSSED VAT treatment, cost assumptions and the potential opportunities offered through the Clyde Transformation Fund and DISCUSSED the benefit of allocating additional dedicated project resource to support the Depute Principal & COO, given the scale and complexity of the programme.

The Committee AGREED, in principle, that it was content for Option 4, with the Business Case, to be socialised with key stakeholders. Further to this, the Committee AGREED that it would consider feedback at a future meeting before determining next steps.

R Gillespie joined the meeting.

Item DC2-4.1	Commercial & International Performance Report
Paper No: DC2-C	Lead: J Massie Action requested: Discuss
	<p>The Committee NOTED the Commercial and International Performance Report presented by the Associate Director for Business Partnerships, providing an overview of performance at January 2026, six months into the financial year.</p> <p>The Committee NOTED that combined commercial and international income was forecasting 16% below target, with the most significant variance within Nautical & STEM. The Associate Director advised the Committee that variances were attributed to over-optimistic target assumptions, inclusion of early-stage pipeline activity and timing factors.</p> <p>The Committee NOTED that international income was forecast ahead of target, reflecting a more robust and evidence-based approach to target setting, with forecasts based on confirmed applications and contracted activity.</p> <p>The Committee DISCUSSED the need for a reset with Faculties on both commercial and international activity, highlighting the importance of clearer business-development engagement, focused resource deployment and moving towards planned, faculty-led delivery. The Associate Director advised the Committee that the international approach was now more targeted, prioritising higher-value opportunities.</p> <p>The Committee DISCUSSED the need for more disciplined and realistic forecasting, including strengthened target-setting, improved pricing control and clearer visibility of profitability. Members welcomed the implementation of the College’s revised pricing and control procedures and enhanced joint working between business development, finance and Faculty Business Managers.</p> <p>The Committee also DISCUSSED strengthened partnership governance, including enhanced due diligence, financial scrutiny and a more structured approval process.</p> <p>The Committee DISCUSSED improvements to pipeline management and forecasting, including consolidating domestic and international activity into a single pipeline, agreed probability weightings, and increased use of Power BI to support visibility of opportunities and risks.</p> <p>The Committee AGREED that it would welcome summary-level information - without operational detail - on pipeline weighting, operating models, scalability, pricing decisions and the College’s risk appetite, particularly in relation to Nautical & STEM forecasts.</p>

Iain Marley, Chief Executive of Hub West Scotland, joined the meeting.

Item DC2-4.2	Estates Masterplan Progress Report
Paper No: DC2-D	Lead: A Dickson/I Marley Action requested: Discuss

The Committee NOTED the Estates Masterplan Progress Report presented by the Chief Financial Officer (CFO). The CFO advised that I Marley, Chief Executive of Hub West Scotland, was in attendance to provide external guidance on matters relating to the Charles Oakley Building (COB) and adjacent land.

The Committee NOTED that Hub West Scotland is a Scottish Government-backed procurement route, through which the College can access advisory support without undertaking a competitive procurement exercise.

The Committee DISCUSSED the wider strategic context for the COB and surrounding land, highlighting the importance of clarity on the College's long-term vision, strategic drivers, and future estate requirements, including alignment with the College's strategic planning process. Members also considered whether progressing site options may be premature pending an agreed strategic framework beyond 2030.

The Committee DISCUSSED the constraints associated with the COB, including its listed status, significant refurbishment costs, building-standards compliance requirements, fire-safety considerations, and net-zero implications, and the potential impact these factors may have on the building's long-term economic viability. The Committee NOTED that alternative uses - including education-related use, public-sector use, or wider commercial options - would require careful assessment given the asset's public-sector status. The Chief Executive of Hub West Scotland advised the Committee that demolition would require an appeal to Historic Environment Scotland, given the building's B-listed status.

The Committee AGREED that the advertising opportunity for the COB, including a wrap of the building's facade, should continue to be progressed in order to mitigate the financial impact of non-domestic rates liabilities imposed by Glasgow City Council. The CFO advised the Committee that following the abolition of the Empty Property Relief from 1 April 2024. The Committee NOTED that pre-planning engagement with the local authority had taken place regarding the advertising, and that further technical assessment, including engineering input, was required to determine what advertising options were feasible for the building.

Iain Marley left the meeting.

The Committee AGREED that it would be premature for the College to proceed with the appointment of Hub West Scotland to develop an outline business case at this stage. The Committee requested further information on the proposed scope and terms of any such appointment before reaching a decision. The Convenor, on behalf of the Committee, emphasised that the Estate should act as an enabler of the College's long-term ambition, and that any future work must be clearly aligned with strategic priorities.

Item DC2-4.3

CGI Ltd Update Report

Paper No:
DC2-E

Lead: C Gethin

Action requested: Discuss



The Committee NOTED the report on Contractual Lifecycle Arrangements under the NPD Model.

The Committee DISCUSSED the financial arrangements for lifecycle works, noting that lifecycle replacement is fully funded within the Annual Service Payments and constitutes an obligated cost under the NPD contract. The Associate Director of Estates and Health & Safety outlined the distinction between lifecycle expenditure and the College’s wider capital maintenance programme, which includes College-funded obligations such as redecoration, carpet replacement and RAFM refurbishment.

The Committee DISCUSSED broader considerations relating to the NPD/PFI model, including implications for long-term estate investment, contractual obligations and value for money, recognising that lifecycle risk sits with the Facilities Management provider, while the College retains responsibility for certain maintenance areas.

The Committee AGREED that the CFO should consider the financial implication highlighted through the NPD Model papers and how this could link to future strategic planning.

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

Item DC2-7	Review of Meeting	
Paper No:	Lead: Convener	Action requested: Note
	The Committee NOTED all members satisfied with the meeting. The Convenor, on behalf of the Committee, thanked L Paterson for his 33 years of service to the College and wished him well following his decision to retire in March 2026.	

Item DC2-8	Disclosability of Papers	
Paper No:	Lead: M Walker	Action requested: Note
	The Committee NOTED disclosability status of all papers be retained as tabled.	

Item DC2-9	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
	The Committee NOTED that its next meeting would be held on Thursday 7 May 2026.	

Meeting Closes 17:45

ACTIONS FROM MEETING

Item	Description	Owner	Progress Update
3.2	<p>The Committee AGREED, in principle, that it was content for Option 4, with the Business Case, to be socialised with key stakeholders.</p> <p>The Committee AGREED that it would consider feedback at a future meeting before determining next steps.</p>	RG	<p>In-progress. To come back to first DC meeting of 2026/27.</p>
4.1	The Committee AGREED that it would welcome summary-level information - without operational detail - on pipeline weighting, operating models, scalability, pricing decisions and the College's risk appetite, particularly in relation to Nautical & STEM forecasts.	CG/J M	<p>Complete. Included within Commercial & International Report.</p>
4.2	The Committee AGREED that it would be premature for the College to proceed with the appointment of Hub West Scotland to develop an outline business case at this stage. The Committee requested further information on the proposed scope and terms of any such appointment before reaching a decision. The Convenor, on behalf of the Committee, emphasised that the Estate should act as an enabler of the College's long-term ambition, and that any future work must be clearly aligned with strategic priorities.	AD	<p>Complete. Update provided within Estates Masterplan Progress Report.</p>
4.4	The Committee AGREED that, at an appropriate juncture, it should receive an opportunity to reflect further on the Corporate Development Strategy and progress against it.	CG	<p>Complete. Included within 2026/27 meeting planner.</p>
4.5	Recommend to the Board of Management an increase in the risk for SR20 from 12 to 16.	ADG R	<p>Complete. Change approved by the Board on 25.03.26</p>
5.4	CFO should consider the financial implications highlighted through the NPD Model papers and how this could link to future strategic planning.	AD	<p>In-Progress. Paper to be presented to first DC meeting of 2026/27.</p>