Board of Management

Date of Meeting	**Wednesday 17 June 2026**
Paper No.	**BoM4-M**
Agenda Item	**5.1.2**
Subject of Paper	**Development Committee (07.05.26) – Draft Minutes**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker, Associate Director of Governance & Risk**
Date of production	**01 June 2026**
Action	**For Noting**

1. Recommendations

1.1. To note the minutes of the Development Committee held on 7 May 2026.

2. Consultation

2.1. The draft minutes and associated cover note have been prepared by the Associate Director of Governance & Risk in consultation with the Committee Convenor, who chaired the meeting and provides assurance on the accuracy and balance of the record, and relevant Executive Leads who contributed to, or hold accountability for, the items considered.

3. Key Insights

Key Decisions and Approvals

3.1. The Committee:

- Approved the Schedule of Business for 2026–27, with recognition of the need to retain flexibility to respond to emerging strategic matters.
- Approved the Terms of Reference, subject to a more detailed review during the next academic cycle, including a mapping exercise against the Committee's forward programme.
- Approved the progression of Option 1 (Transnational Education Plus - TNE+) as the preferred strategic approach to international expansion, adopting a phased, partnership-led model in place of a physical international campus at this stage.

Strategic Matters

3.2. *International Strategy (TNE+).* The Committee endorsed a low-risk, scalable approach to international growth, aligned with the College's long-term (2040) ambitions. The approach places emphasis on partnership delivery, quality assurance and financial sustainability.

Further reporting will be provided on resourcing, financial trajectory, risk and performance alignment.

3.3. *Commercial and International Performance*. The Committee noted continued pressure on commercial income, with a forecast shortfall against budget. This reflects a combination of historic planning assumptions, operational constraints and external market factors. A range of improvement actions are underway, including strengthened pipeline management, pricing discipline and partnership governance. While these measures are not expected to materially affect the 2025–26 outturn, they are intended to support improved sustainability from 2026-27 onwards. The Committee also agreed that future reporting should provide enhanced visibility of costs, margins and profitability.

3.4. *Halls of Residence – St Luke's Exit*. The Committee noted progress toward a planned exit from St Luke's by July 2026, reflecting increased financial, legal and safeguarding risk associated with continued occupation. Arrangements are in place to relocate students to Riverside; however, the Committee recognised the associated operational and financial implications, including reduced capacity and potential income impact.

3.5. *Estates Masterplan*. HubWest Scotland continues to support the College as development advisor, providing strategic real estate advice in relation to the Charles Oakley Building (COB), including stakeholder engagement and options appraisal. The Committee noted actions underway to manage holding costs associated with the COB and mitigate related risks, including the exploration of interim income-generating opportunities and ongoing engagement with the local authority in relation to non-domestic rates. The Committee agreed that a further paper from HubWest would be brought forward, setting out strategic aims, options, stakeholder considerations and associated risks, to inform future consideration and decision-making.

Governance and Assurance

3.6. *Committee-Level KPIs*. The Committee agreed to strengthen the alignment of KPIs with its strategic remit and Schedule of Business, with regular review points introduced to enhance oversight and assurance.

3.7. *Reporting and Transparency*. The Committee emphasised the importance of robust, evidence-based reporting, particularly in relation to financial performance, forecasting assumptions and risk management.

4. Impact and Implications

4.1. The discussions held at the Development Committee reflect a continued focus on strengthening the College's strategic positioning, with particular emphasis on:

- Supporting sustainable international growth through a phased and risk-managed approach;
- Improving commercial performance and financial transparency.
- Ensuring effective management of estate-related, financial and operational risks.

Appendix 1: Development Committee 07.05.26 - Draft Minutes

CITY OF GLASGOW COLLEGE

Board of Management

MEETING OF THE DEVELOPMENT COMMITTEE

MINUTE OF THE 3RD MEETING (DC3) HELD ON THURSDAY 7 MAY 2026 AT 1500 HRS (CITY CAMPUS, ROOM C.06.106)

Present	
Dave Anderson	Chris Deery
Nicola Cameron (Convener)	Paul Little
Kathleen Davis	Amy Paterson
In Attendance	
Andrew Dickson	Marcus Walker (Remote)
Carla Gethin	Lauren Webster (Minute)
Jacqui Massie	

Item DC3-1.1	Welcome and Apologies	
Paper No: N/A	Lead: Convener	Action requested: Note
	The Committee NOTED apologies from R Gardner.	

Item DC3-1.2	Declaration of Interest	
Paper No: N/A	Lead: Convener	Action requested: Note
	The Committee NOTED that, in relation to Item DC3-3.1.2, N Cameron was employment by the University of Glasgow and, through the paper, was aware that the College had engaged directly with the University around student accommodation. The Committee NOTED that D Anderson was a member of the CGI Board.	

Item DC3-2.1	Minute of the Development Committee Meeting held on 3 February 2026	
Paper No: DC3-A	Lead: Convener	Action requested: Approve
	The Committee APPROVED the minutes of the previous meeting as an accurate record. The Committee NOTED the update on the status of actions arising from the previous meeting, confirming that all actions had been completed except for two items scheduled to return in the new academic year. The Committee AGREED a paper to be returned to the Committee in the new academic year which would provide a clearer explanation of the NPD model, confirmation of the status and conditions of the associated provision, and consideration of its potential strategic implications.	

Item DC3-2.2	Committee Schedule of Business 2026-27
Paper No: DC3-B	Lead: M Walker Action requested: Approve
	The Committee NOTED its Schedule of Business for 2026-27 which outlined the program of work for future meetings. The Committee DISCUSSED the need to retain sufficient flexibility within agendas to allow space for unforeseen or strategic matters requiring timely consideration. It was also clarified that anticipated estate-related matters would continue to be captured through the Estates Masterplan reporting. The Committee APPROVED the Committee Schedule of Business for 2026-27.

Item DC3-2.3	Committee Terms of Reference Review
Paper No: DC3-C	Lead: M Walker Action requested: Approve
	The Committee NOTED that the Terms of Reference Review was brought to the Committee as part of the annual governance cycle. The Committee DISCUSSED whether the current Terms of Reference, while appropriate individually, could better articulate the Committee's strategic purpose, risk oversight role and forward-looking focus. The Committee NOTED the need to balance consistency with other Board Committees, while allowing the Terms of Reference to evolve in line with the College's transition to longer-term transformation. Members emphasised the importance of capturing emerging strategic issues, including the estate transition. The Committee AGREED that this should be achieved without encroaching on operational responsibilities of the executive, reaffirming the Committee's role in providing support and challenge rather than delivery. The Committee AGREED that a mapping exercise between the Committee's Terms of Reference and the Schedule of Business for 2026–27 be undertaken and brought back to the Committee. This would provide assurance that all aspects of the Committee's remit were being addressed. The Committee APPROVED the Committee's Terms of Reference, subject to a more detailed review in the next academic year.

Item DC3-2.4	International Branch Campus Report
Paper No: DC3-D	Lead: C Gethin/B McEwan Action requested: Approve
	The Committee NOTED a paper and supporting presentation on the International Branch Campus. The Vice Principal Corporate Development & Innovation advised the Committee that the proposal had been considered by both the Senior Management Team and Executive Leadership Team, with four options now presented to the Committee for review. The Committee DISCUSSED the preferred recommendation to progress

	Option 1: Transnational Education Plus (TNE+). This would build on and formalise the College's existing international education activity, rather than pursuing an international branch campus or new build at this stage. The Committee explored the strategic rationale, including quality assurance, partnership-led delivery, sustainability, market focus and competitive differentiation as a further education provider. Members also considered governance arrangements, delivery models, faculty engagement, resourcing, financial implications and risk appetite. The Committee DISCUSSED global geopolitical risk, evolving visa regimes, and digital and hybrid delivery models. The potential impact of AI on international education markets was also considered. The Committee emphasised the importance of clear communication to position the work as a strategic, non-vanity initiative aligned to the College's long-term (2040) ambitions. Members also highlighted the value of interim reporting, benchmarking, and ensuring that improvements are reflected through Commercial & International performance reporting. The Committee APPROVED the progression of Option 1, in line with the proposal. The Committee AGREED that an interim progress update on TNE+ would be brought back to the Committee at an appropriate juncture. This will include further detail on resourcing, financial trajectory, risk management and alignment with the Commercial & International performance framework.
Item DC3-3.1.1	**Commercial & International Performance Report**
Paper No: DC3-E	Lead: C Gethin/J Massie Action requested: Discuss
	The Committee NOTED the Commercial & International Performance Report and the update provided, including the variance compared with the February 2026 position. The Associate Director Business Partnership informed the Committee that commercial income remained under pressure, largely due to a range of factors, including historic target-setting assumptions, capacity constraints within key teams, awarding body system changes, staff absence, postponed or cancelled public sector tenders, and short-term external factors linked to political and geopolitical uncertainty. The Committee DISCUSSED the actions underway to strengthen forecasting accuracy and sustainability. These included the implementation of a single College-wide commercial pipeline, consistent pricing and costing models, and strengthened partnership management. The Committee also NOTED closer engagement with Faculties to ensure projections were realistic and deliverable. The Committee NOTED the reset of business development activity for the May-July period and welcomed the shift towards a more strategic account-management approach, supported by planned changes to team structures to better align capacity with priority markets.

The Committee DISCUSSED the timing of benefits from these measures, noting that while some improvements would be evident in 2026-27, the full impact would be realised over a longer period. The Convenor emphasised the importance of explicitly setting out assumptions underpinning budgets and forecasts to mitigate optimism bias, particularly given ongoing global uncertainty. The Committee also highlighted the need for clearer visibility of costs, margins and profitability to support assurance.

The Committee AGREED that future Commercial & International reports should include clearer details on costs, margins and profitability, drawing on the standard costing framework.

The Committee AGREED that the confirmed provisional 2026–27 commercial income budget position, once finalised, would be reported back to the Committee.

Item DC3-3.1.2	Halls of Residence - St Luke's Exit	
Paper No: DC3-F	Lead: C Gethin	Action requested: Discuss

The Committee NOTED an update on negotiations in relation to St Luke's and a potential exit from the halls of residence. The Vice Principal advised that the College was working towards an exit by July 2026, although discussions with the owners remained ongoing.

The Committee NOTED that all students would be relocated from St Luke's to Riverside Residence by July 2026, with no further student recruitment planned for St Luke's.

The Committee DISCUSSED the associated financial impacts, including the loss of summer school income, and the wider legal context relating to the current lease. The Vice Principal highlighted significant safeguarding and reputational risks arising from building compliance concerns and the appropriateness of facilities for student occupation.

The Committee DISCUSSED the need to ensure clarity in relation to the principal financial, legal and safeguarding risks, and the mitigation in place, particularly given the fast-moving nature of negotiations and the potential for litigation. The Convenor highlighted the potential benefit of the College's legal advisor providing an objective statement, clearly setting out the position, risks and options, to support decision-making once negotiations had concluded.

The Committee AGREED that a further update on the St Luke's position, including financial, legal and risk implications, would be shared with the Finance Committee.

Item DC3-3.2.1	Estates Masterplan Progress Report	
Paper No: DC3-G	Lead: A Dickson	Action requested: Discuss

The Committee NOTED an Estates Masterplan Progress Report.

	The Committee DISCUSSED recent developments in relation to non-domestic rates, noting that no formal response had yet been received from the local authority. The Chief Financial Officer advised that clarification was being sought regarding eligibility for potential rate relief, based on the College's intention to bring the site forward for development. The Committee NOTED proposed short-term measures to mitigate holding costs, including exploratory work on generating interim income opportunities. The Committee NOTED assurance on ongoing engagement with external advisers, HubWest, who continue to provide strategic real estate advice, including stakeholder consultation and options appraisal for the Charles Oakley site. The Committee AGREED that a paper from HubWest, setting out strategic aims, options and stakeholder considerations, would be brought back to the Development Committee.

Item DC3-3.3	**Committee Level Key Performance Indicators**
Paper No: DC3-H	Lead: M Walker Action requested: Discuss
	The Committee NOTED its Key Performance Indicators, which respond directly to a Board request for all committees to review the relevance and effectiveness of KPIs. The Committee DISCUSSED the extent to which the current suite of KPIs aligned with the Committee's Terms of Reference and supported a strategic, risk-based focus. Members acknowledged that, while governance arrangements were strong, there was an opportunity to improve how KPIs were used to drive priorities and assurance, particularly in relation to commercial income and development-related activity. The Committee NOTED that some measures cut across multiple Committees and that ownership of certain indicators could sit more appropriately elsewhere. Members also highlighted the value of more regular and structured KPI review, to ensure KPIs remain meaningful, timely and clearly linked to the Committee's Schedule of Business. The Committee AGREED that KPI review points would be aligned with the Committee's Schedule of Business, with feedback provided to the Director of Excellence to inform further refinement of the KPI framework. The Committee AGREED that committee-level KPIs be brought to the Development Committee for review on a standing basis, at least every second meeting, to strengthen ongoing oversight.

Item DC3-3.4	**Strategic Risk Review**
Paper No: DC3-I	Lead: M Walker Action requested: Discuss
	The Committee NOTED the Q4 Strategic Risk Review. The Committee NOTED that there were no changes to the risk scoring proposed for Q4 2025-26.

Item DC3-4.1	International Travel Annual Report	
Paper No: DC3-J	Lead: J Massie/M Adams	Action requested: Note
	The Committee NOTED an International Travel Annual Report.	

Item DC3-5.1	Any Other Notified Business	
Paper No:	Lead: Convener	Action requested: Note
	None.	

Item DC3-5.2	Review of Meeting	
Paper No:	Lead: Convener	Action requested: Note
	The Committee NOTED that all Members were satisfied with the meeting, which was well-structured, with a high quality of discussion.	

Item DC3-5.3	Disclosability of Papers	
Paper No:	Lead: M Walker	Action requested: Note
	The Committee NOTED that the disclosablility status of all papers would be retained as tabled.	

Item DC3-5.4	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
	The Committee NOTED that its next meeting is to be confirmed.	

Meeting closed at 16:50.

ACTIONS FROM MEETING

Item	Description	Owner	Progress Update
DC3-2.1 07 05 26	**Previous Minute** - The Committee AGREED a paper to be returned to the Committee in the new academic year providing a clearer explanation of the NPD model, confirmation of the status and conditions of the associated provision, and consideration of its potential strategic implications.	ADGR	
DC3-2.3 07 05 26	**Terms of Reference -** The Committee AGREED that a mapping exercise between the Committee's Terms of Reference and the Schedule of Business for 2026–27 be undertaken and brought back to the Committee, to provide assurance that all aspects of the Committee's remit are being addressed.	ADGR	
DC3-2.4 07 05 26	**International (TNE+) -** The Committee AGREED that an interim progress update on TNE+ would be brought back at an appropriate juncture, including further detail on resourcing, financial trajectory, risk management and alignment with the Commercial & International performance framework	VPCDI	
DC3-3.1.1 07 05 26	**Commercial & International Performance** - The Committee AGREED that future reports should include clearer detail on costs, margins and profitability, drawing on the standard costing framework.	VPCDI	
DC3-3.1.1 07 05 06	**Commercial Budget** - The Committee AGREED that the confirmed provisional 2026-27 commercial income budget position, once finalised, would be reported back to the Committee.	VPCDI	
DC3-3.1.2 07 05 26	**Halls of Residence (St Luke's)** - The Committee AGREED that a further update on the St Luke's position, including financial, legal and risk implications, would be shared with the Finance Committee.	CFO	
DC3-3.2 07 05 26	**Estates Masterplan** - The Committee AGREED that a paper from HubWest, setting out strategic aims, options and stakeholder considerations for the Charles Oakley site, would be brought back to the Development Committee.	CFO	
DC3-3.3 07 05 26	**Committee KPIs - T**he Committee AGREED that KPI review points would be aligned with the Committee's Schedule of Business, with feedback provided to the Director of Excellence to inform refinement of the KPI framework. The Committee AGREED that committee-level KPIs be brought to the Development Committee for review on a standing basis, at least every second meeting, to strengthen ongoing oversight.	ADGR	

ACTIONS FROM PREVIOUS MEETING

Item	Description	Owner	Progress Update
DC2-3.2 03 02 26	The Committee AGREED, in principle, that it was content for Option 4, with the Business Case, to be socialised with key stakeholders. The Committee AGREED that it would consider feedback at a future meeting before determining next steps.	DP&COO	**In-progress.** To come back to first DC meeting of 2026/27.