

Development Committee

Date of Meeting	07 May 2026
Paper No.	DC3-C
Agenda Item	3.1
Subject of Paper	Review of Committee Terms of Reference
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk
Date of production	29 April 2025
Action	For Discussion

1. Recommendations

1.1. To review the Committee's Terms of Reference and recommend any agreed amendments to the Board of Management for final approval.

2. Purpose

2.1. To provide the Committee with an opportunity to consider its Terms of Reference and propose amendment – if necessary.

3. Consultation

3.1. Members of the Committee are consulted annually on the Terms of Reference and could recommend any changes. Any agreed changes are presented to the Board of Management's final approval.

4. Key Insights

4.1. Terms of Reference outline the purpose, remit, membership, meeting frequency and quoracy rules for the Board's committees. To support good governance, all committees review their Terms of Reference on at least an annual basis.

4.2. Following a substantive review of the Terms of Reference in August 2025, no further changes are proposed.

5. Impact and Implications

- 5.1.** Reviewing the Board’s governance documents, including the Terms of Reference for committees, is an opportunity to make necessary changes and ensure governance arrangements are continuously reviewed and remain effective.

6. Appendices

Appendix 1: Committee Terms of Reference

Terms of Reference**Development Committee of the Board of Management****1. Purpose**

- 1.1. The Development Committee, referred to hereafter as “the Committee”, will have oversight of the College’s corporate development, including commercial/international activities and partnerships, as well as its brand and reputation. The Committee will also have responsibility for new developments to the College’s campuses and property.

2. Remit

- 2.1. Review of the College’s commercial and international activities ensuring alignment with the College’s Strategic Plan.
- 2.2. Review reports on the College’s commercial and international activities, to consider, assess, and manage associated risks, and new opportunities, and to oversee the implementation of new business, international and commercial activities.
- 2.3. Consider significant investment and development opportunities, and the anticipated benefits and risks to the College, and advise the Board of Management accordingly.
- 2.4. Monitor, review and report on the College company, City of Glasgow International.
- 2.5. Provide strategic oversight of College innovation, intellectual property and research-related matters, referring to the Learning, Teaching & Student Experience Committee as appropriate.
- 2.6. Receive reports on and consider the implications of relevant sectoral and non-sectoral, regional and national policy changes and developments, actively engaging to ensure that the College’s strategic direction is informed, up-to-date, proactive and responsive to external priorities.
- 2.7. Monitor the College’s activities and the external environment it operates in and assess the implications for its brand and reputation.
- 2.8. Review new campus and property development proposals and plans and ensure they are aligned with the College’s strategy, long-term vision and sustainability goals.ⁱ
- 2.9. Provide coordination in respect of development-related policies and decisions of relevance to more than one Committee of the Board or policies and decisions of particular significance, if deemed appropriate by the Board of Management, and instigate review and consideration of policy change.
- 2.10. Oversee the development and implementation of significant policy or strategic changes, if so requested by the Board of Management, and thereafter report to the Board of Management on such matters.
- 2.11. Review the Strategic Risk Register and Management Action Plans for those risks that are directly related to the Committee’s remit and recommend any changes to the Board of Management for final approval.
- 2.12. Recommend to the Board of Management any matters of significance that fall within the Committee’s remit.

3. Membership

- 3.1. At least three Board members will be represented on the Committee. More than one-half of the Committee's membership will comprise of non-executive Board members. The remaining members may include the Principal and staff and/or student Board members.
- 3.2. Additional members may be co-opted to the Committee with the approval of the Board of Management. Co-opted members shall contribute to the business of the Committee but will not have the right to vote.
- 3.3. Members of the Committee shall elect a Convener from among their number. In accordance with the Standing Orders, approved and issued by the Board of Management, the Convener should be a non-executive member. The Committee may also choose to elect a Vice Convener.

4. Meetings and Quoracy

- 4.1. The Committee shall meet at least three times in each academic year. Meetings will be conducted in accordance with the Standing Orders as approved and issued by the Board of Management.
- 4.2. The quorum for a meeting of the Committee shall be no less than one-half of the members, as outlined in paragraph 3.1, who are entitled to vote. At least one-half of those attending must be non-executive members to complete a quorum.

5. Review

- 5.1. Members will review the Committee's Terms of Reference at least annually. Any amendments shall be submitted to the Board of Management for consideration and final approval.

Approved by the Board of Management: 14 June 2023

Amended by the Board of Management: 25 August 2025

ⁱ The Committee's remit will include oversight of the proposals and plans for new developments to the College's campuses and property. Matters concerning the College's existing, business-as-usual estates, facilities and IT infrastructure and functions will be considered by the People & Culture Committee.