

Development Committee

Date of Meeting	23 October 2025
Paper No.	DC1-B
Agenda Item	3.2
Subject of Paper	Development Committee Annual Report 2024-25
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk
Date of production	01 September 2025
Action	For Decision

1. Recommendations

- 1.1. To review the Development Committee annual report for the 2024/25 academic year and approve it for noting at the next scheduled Board of Management.

2. Consultation

- 2.1. Members are asked to discuss the Committee's annual report and, subject to any changes, approve the paper for tabling at the Board of Management's next meeting,

3. Key Insights

- 3.1. 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.
- 3.2. The annual reports provide a high-level review and record of the 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.

3.3. 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.

4. Impact and Implications

4.1. 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 Board, that our systems of governance, effectiveness and accountability remain robust and delivered to a high standard

Appendix 1: Development 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.