

## Board of Management

### Meeting of the Development Committee

**MINUTE OF 2<sup>nd</sup> MEETING HELD ON THURSDAY 15 FEBRUARY 2024 AT 1500 HRS (DC2)  
HELD VIA MS TEAMS.**

<b>Present</b>	
Lorna Hamilton (Convener)	Nicola Cameron
Dave Anderson	Paul Little
<b>In attendance</b>	
Shelley Breckenridge	David MacLeod
Andrew Dickson	Stuart Mcdowall
Roy Gardner	Drew McGowan
Carla Gethin	Ann Butcher (Minute)
<b>Apologies for absence</b>	
Douglas Baillie	

<b>Item DC2-1</b>	<b>Apologies for Absence</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	Apologies were received from Douglas Baillie.	

<b>Item DC2-2</b>	<b>Declarations of Interest</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	There were no declarations of interest.	

<b>Item DC2-3.1</b>	<b>Minute of the Development Committee Meeting held on 9 November 2023</b>	
<b>Paper No:</b> DC2-A	Lead: Convener	Action requested: Approve
<b>Decision/Noted</b>	That the minute be approved.	

<b>Item DC2-4.1</b>	<b>Symbiotic Business Relationships Update</b>	
<b>Paper No:</b> Verbal	Lead: D MacLeod	Action requested: Discuss
<b>Discussion/ Matters Arising</b>	<p>DMacLeod, from DRAM Communications, provided an update on the symbiotic business relationships, detailing insights from two focus group sessions involving 10 businesses, which aimed to explore growth opportunities with existing partnerships. The SWOT analysis highlighted the College's commitment to providing bespoke courses and tailored solutions, with positive feedback received from participants. Identified areas for development included the need for better upselling to businesses and</p>	

enhanced lecturer understanding of industry trends. Funding challenges and potential cuts were also acknowledged.

Various opportunities were identified such as early communication of course changes, promoting the College as an event host; fostering collaborative work across Faculties; improving upselling and account management practices; providing business awareness training for lecturers and social value support to customers.

R Gardner provided the Committee with an overview of existing client management arrangements which involve Business Development Officers and Faculty Business Managers. While a CRM system is being considered, and interim system is in place. He assured that the need for upselling courses and addressing other business needs will be addressed and collaborative efforts with Faculties and Business Managers will ensure that lecturers receive relevant industry skills training.

L Hamilton thanked D MacLeod for his insightful presentation.

**Decision/Noted** To note the update report.

<b>Item DC2-4.2</b>		<b>Innovation and STEM</b>	
<b>Paper No:</b>	Lead: S Mcdowall	Action requested: Discuss	
<b>Verbal</b>			
<b>Discussion/ Matters Arising</b>	<p>S Mcdowall provided an overview of the ongoing innovation and applied research initiatives at the College, as well as outlining future planned activities. He emphasised the significant collaborations with the Innovation and Knowledge Exchange (IKE) Institute which serves as a gateway bringing business and academics together to move beyond traditional innovation investments with a move to new courses and business transformation. He particularly highlighted the IPHatch Open Innovation competition and the opportunities supporting start-up growth.</p> <p>The Corporate Development team has been instrumental in delivering development programmes to various private and public sector organisations. Engagement continues to grow through initiatives like the Turing Scheme and new projects related to Space and biomechanics were highlighted. The College also hosted Scotland's first DigilInventors Challenge school's competition.</p> <p>The Committee welcomed the investment of £1.2m that has been awarded to establish six innovation hubs across colleges in Glasgow and the west of Scotland to help encourage innovation in local businesses. The College will host the Centre for Innovation Leadership Innovation Hub.</p> <p>R Gardner drew members' attention to the upcoming UK's Real Estate Investment and Infrastructure Forum (UKReiiF) on 21 – 23 May 2024. This forum aims to bring together public sector stakeholders alongside government, investors, funders, developers and more, with a focus on investment and development opportunities. The event also seeks to facilitate new relationships to drive economic growth through development and regeneration.</p>		
<b>Decision/Noted</b>	To note the update report.		

<b>Item DC2-4.3</b>		<b>Charles Oakley Building Progress Report</b>	
<b>Paper No: DC2-B</b>	Lead: A Dickson	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	<p>A Dickson provided an update on the future use options for the Charles Oakley Building (COB) highlighting its current annual maintenance expenditure of approximately £100k. Several options were previously presented and the refurbishment and development as student residences received support. Further scoping was undertaken and two delivery options for a Purpose-Built Student Accommodation (PBSA) were favoured giving the option to retain ownership in the long term. Discussions continue with external parties regarding a longer-term lease with assistance from professional advice.</p> <p>In addition, consideration of an interim short-term lease for site offices is being investigated. Discussions with Glasgow City Council regarding occupancy implications and Empty Property Relief are ongoing. N Cameron emphasised the importance of establishing appropriate Heads of Terms before finalising agreements and R Gardner confirmed that this would be taken on board.</p> <p>N Cameron also stressed the need for engagement in local planning consultations and consideration of the site's role in the broader context, suggesting the development of a high-level thematic masterplan as a guide for future decision-making.</p> <p>P Little updated the Committee on the recent instruction received from the Scottish Government regarding disposal arrangements for the overage payment concerning North Hanover Street.</p>		
<b>Decision/Noted</b>	To note the aim for long-term sustainability of the COB building and the progress made with short-term lease to recoup the ongoing maintenance costs.		

<b>Item DC2-4.4</b>		<b>Corporate Development Strategy Delivery Report</b>	
<b>Paper No: DC2-C</b>	Lead: R Gardner	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	<p>R Gardner provided an update on progress towards achieving the 7 aims outlined in the Corporate Development Strategy. Brand positioning continues to be monitored through a social media platform and, despite recent financial challenges and industrial action, continues to remain strong with a 95% positive sentiment reported. The strong College brand identity has led to an online presence of over 80k followers.</p> <p>As reported at previous Committee meetings, global ambition efforts continue, with a focus on strengthening international partnerships and exploring 'in country' franchise opportunities through profit-shared agreements. Updates on progress towards aims were addressed under other agenda items.</p> <p>R Gardner also provided an update on the Flexible Workforce Development Fund (FWDF). Employer engagement for Year 6 is ongoing and scheduling of training is underway although during December 2023, the SFC advised</p>		

that funding for FWDF has been discontinued by the Scottish Government. A breakfast meeting was held with clients to explain the situation and encourage support for reinstating funding. The Committee noted that FWDF staff are currently redeployed on other commercial projects. A comprehensive report on the work undertaken over the last 6 years will be produced to support ongoing discussions with the Scottish Government.

**Decision/Noted** To note the update report.

<b>Item DC2-4.5</b>		<b>CGI Ltd Activity Report</b>	
<b>Paper No:</b> DC2-D	Lead: R Gardner	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	<p>R Gardner provided an update on the activities undertaken the by Head of Partnerships and Operations of City of Glasgow International (CGI). While sales have remained consistent, the volume fell short of expectations, resulting in a minor loss. The Committee noted the recent decision to align the financial year reporting with the College, ending in July.</p> <p>Following the inaugural CGI Board meeting earlier today, it was decided to schedule an additional planning session in March. This session aims to thoroughly review CGI's plans, financial and procurement regulations and company board membership. An updated business plan, along with a request for seed funding, will be submitted for consideration at the next meeting of the Development Committee.</p> <p>P Little emphasised the importance of CGI delivering demonstrable progress on performance and activity. He outlined the implications that a failure to generate income would pose for the College's reputation and delivering against our strategic priorities. It was suggested that a timeframe for achieving financial sustainability may be required. D Anderson shared these concerns and recognised the need for progress. Following the proposed review, D Anderson explained, the plan is to define clearer goals and timelines to help deliver tangible results.</p>		
<b>Decision/Noted</b>	<ul style="list-style-type: none"> <li>To note the update report.</li> <li>That a Business Case and seed funding request be submitted at the next meeting.</li> </ul>		

<b>Item DC2-4.6</b>		<b>Commercial and International Performance Report</b>	
<b>Paper No:</b> DC2-E	Lead: C Gethin	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	<p>C Gethin provided a report on commercial and international performance and assured the Committee that the College continued to perform well commercially. Members noted that the Corporate Development department is projected to exceed the income secured in 2022-23 and remains committed to meeting the target set for 2023-24.</p> <p>The Committee were informed of recent work undertaken to diversify international student recruitment models and procure new institutional partnerships and agents across Faculty areas, as well as growth in overseas projects.</p>		

	C Gethin confirmed to the Committee that the Flexible Workforce Development Fund has, regrettably, not been continued by the Scottish Government for 2023-24 or 2025-26. The College is engaging with employers and wider stakeholders to encourage the Scottish Government to reconsider this decision.
<b>Decision/Noted</b>	To note the update report.

<b>Item DC2-5.1</b>	<b>CMFA Angola (College Partnership in Africa)</b>	
<b>Paper No: DC2-F</b>	Lead: R Gardner	Action requested: Note
<b>Discussion/ Matters Arising</b>	<p>R Gardner updated the Committee on the proposed partnership with the Centro De Formação Marítima De Angola (CFMA) in Angola. It was highlighted that approximately 50% of the courses listed by CFMA cannot be undertaken by the College or CGI Ltd. Consequently, the College initiated discussions with a commercial partner to deliver this training either in Angola or Glasgow.</p> <p>The Committee acknowledged that Angola was not currently included on the International Maritime Organisation’s (IMO) ‘Whitelist’. However, it was noted that with the assistance of experienced staff and support from the College and CGI, inclusion on the list could be gained.</p> <p>A comprehensive plan of work is currently being developed including cost proposals, due diligence, accredited centre status and contractual arrangements. An in-country visit is scheduled for April 2024, with all expenses covered by CFMA.</p> <p>R Gardner also reported that the outstanding payment owed to the College from a previous contract has been settled. The Committee emphasised the importance of incorporating strict payment terms into the contract. A proposed contract will be submitted at the next meeting for review.</p>	
<b>Decision/Noted</b>	<ul style="list-style-type: none"> <li>To note the report.</li> <li>That a proposed contract will be submitted at the next meeting.</li> </ul>	

<b>Item DC2-5.2</b>	<b>Flexible Workforce Development Fund Update</b>	
<b>Paper No: DC2-G</b>	Lead: C Gethin	Action requested: Note
<b>Decision/Noted</b>	Updates on the FWDF were provided under items 4.4 and 4.6.	

<b>Item DC2-6</b>	<b>Any Other Notified Business</b>	
<b>Paper No: Verbal</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	<p><b>L Hamilton – Resignation</b></p> <p>L Hamilton informed that due to a change in circumstances, she will be resigning from the Board by Easter, making this her last meeting as Committee Convener. She thanked members for their support during her term, particularly emphasising the rewarding collaboration with R Garner and C Gethin. She encouraged interested members to consider taking on the Convener role and invited them to contact her for further discussion on</p>	



responsibilities and time commitments.

On behalf of the executive team, P Little expressed heartfelt gratitude for her leadership on the Committee, highlighting the valuable impact of her business acumen and mentorship. He emphasised the College’s fortune in her taking on the role and her invaluable guidance. He affirmed that she remained a cherished member of the City family and expressed hope for her attendance at future events.

Item DC2-7		Disclosability of Papers	
Paper No:	Lead: Convener/D McGowan	Action requested: Note	
Decision/Noted	The disclosability status of papers as described on respective cover sheets were retained.		

Item DC2-8		Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note	
Decision/Noted	Wednesday 8 May 2024		

*The meeting closed at 1715 hours.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC2-4.5 15 02 24	<b>CGI Ltd Activity Report:</b> Business Case and seed funding request to be submitted.	RG	DC Mtg 08 05 24
DC2-5.1 15 02 24	<b>CMFA Angola:</b> Proposed contract to be submitted.	RG	DC Mtg 08 05 24

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC1-3.1 09 11 23	<b>Matters Arising:</b> Provide a report on the Symbiotic Business Relationships meetings.	RG	07 02 24 <b>Complete</b>
DC1-4.3 09 11 23	<b>CGI Ltd Governance:</b> Seek nominations for director appointments for recommendation to the Board.	RG/DM	Prior to 14 12 23 <b>Complete</b>
DC1-4.1 09 11 23	<b>CMFA Angola:</b> Provide update at next meeting.	RG	07 02 23 <b>Complete</b>
DC1-4.2 09 11 23	<b>CGI Ltd Activity Report:</b> Taking account of recommendations, provide update at next meeting.	RG/AD/ MH	07 02 23 <b>Complete</b>
DC1-4.5 09 11 23	<b>COB Business Case Update:</b> Further investigate proposals for a lease agreement.	AD	07 02 23 <b>Complete</b>
DC4-3.2 18 05 23	<b>CGI Loan Agreement &amp; Payment Terms:</b> Arrange sign off meeting.	RG	Ongoing
DC3-4.3 08 02 23	<b>Performance against Targets:</b> Invite RD to future meeting.	RG	Ongoing