

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 8 MAY 2024 AT 1500 HRS (DC3) HELD ON CITY CAMPUS, ROOM C.06.106.

Present	
Douglas Baillie	Paul Little
Dave Anderson (Convener)	
In attendance	
Shelley Breckenridge	Carla Gethin
Andrew Dickson	Drew McGowan
Roy Gardner	Ann Butcher (Minute)
Apologies for absence	
Nicola Cameron	

Item DC3-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from N Cameron.	

Item DC3-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item DC3-3.1	Minute of the Development Committee Meeting held on 15 February 2024	
Paper No: DC3-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	

Item DC3-3.2	Appointment of Convener	
Paper No: Verbal	Lead: D McGowan	Action requested: Approve
Decision/Noted	The Committee acknowledged L Hamilton's resignation from the Board leaving a vacancy for the role of Convener. One expression of interest for the position was received from D Anderson which was considered and approved.	

Item DC3-3.3		Committee Schedule of Business 2024-25	
Paper No: DC3-B	Lead: D McGowan	Action requested: Approve	
Discussion/ Matters Arising	The Committee's schedule of business for Academic Year 2024-25, which includes the anticipated and planned activity for the year, was submitted for review. Noting that changes can be made throughout the year and that specific presentations will be provided at each meeting, the schedule was approved, subject to one minor date amendment.		
Decision/Noted	To approve the Schedule of Business for 2024-25 subject to minor amendment.		

Item DC3-4.1		Committee Terms of Reference Review	
Paper No: DC3-C	Lead: D McGowan	Action requested: Discuss	
Discussion/ Matters Arising	<p>The Committee reviewed the existing Terms of Reference. Considering the current reduction in membership, D McGowan confirmed that during the current recruitment round and appointment process for new members, the composition of skills and experience of members will be considered and those best placed to serve on the Committee would be encouraged to join.</p> <p>The option for recruiting co-opted members was also mentioned. D McGowan reminded that co-opted members do not hold full membership and would have no voting rights however they would contribute a wide range of skills and experience. Clarification was provided regarding the quorum rule, with the acknowledgement that there are currently no issues however it was considered that the addition of two members would be beneficial.</p> <p>S Breckenridge suggested that the Strategic Risk Register could be used when planning for recruitment of Board members, ensuring that we have the key skills and experience to manage the key risks to the College. D McGowan welcomed this suggestion and highlighted that it would complement the Board's approach to recruitment and succession planning.</p>		
Decision/Noted	<ul style="list-style-type: none"> • To consider additional members. • Subject to minor amendment, the Terms of Reference were recommended for approval at the next meeting of the Board. 		

Item DC3-4.2		CGI Ltd Activity Report	
Paper No: DC3-D	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>R Gardner provided an update on the activities undertaken by City of Glasgow International (CGI) from August 2023 – April 2024. Following a CGI planning meeting held on 19 April 2024, future actions were agreed including the development of a new Business Case (to be drafted by mid-June) and the submission of a formal request for seed funding from the College. Both papers will be submitted to the full Board for approval early next academic year.</p> <p>The Committee recommended that more prudent forecasting be made in future to ensure all set targets are met. Additionally, any commercially</p>		

Decision/Noted

beneficial activities for the College conducted through CGI should be outlined within the Business Case.

The Committee acknowledged the resignation of the Head of Operations & Training. P Little recommended the development of a more robust and comprehensive person specification, emphasising clear attributes that are business and sales focused.

- To note the update report.
- That an extra ordinary meeting of the Committee be held in advance of the first Board meeting next session, to consider the new Business Case and proposed seed funding request.

P Little left the meeting.

Item DC3-4.3	Commercial and International Performance Report	
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Paper No: DC3-E	Lead: C Gethin	Action requested: Discuss
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Discussion/ Matters Arising	<p>C Gethin provided an update report on commercial and international performance against the targets set at the beginning of 2023-24 academic year.</p> <p>The shortfall in estimated commercial fee income against target indicates deteriorating forecasts for all Directorates (except City Enterprises) compared for February 2024 however it was noted that three Faculties are still showing a positive variance against target. The shortfall in target for the remaining Faculty is due to data cleansing in the SRP. Transition challenges of some professional programmes to City Enterprises has also led to a shortfall against the inherited targets.</p> <p>The shift in projections for international student fee income is due to fee projection for 1 + 1 partnerships although income remains above target. The College continues to explore alternative income generation options however due to UK visa and immigration challenges, some options are becoming less attractive to overseas students.</p> <p>Details for the total international fee income received to date and the project contribution were provided. The total income and expenditure to date for secured British Council Projects and current secured international project income to be delivered in 2024-25 were also advised.</p> <p>Despite the lower than anticipated estimated commercial and international fee income from the last meeting, the College is still performing well and is estimating an increase on 2022/23 combined commercial and international fee income.</p>	
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Decision/Noted	To note the update report.	
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Item DC3-4.4	Charles Oakley Building Progress Report	
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Paper No: DC3-F	Lead: A Dickson	Action requested: Discuss
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Discussion/ Matters Arising	<p>A Dickson provided an update on the future use options for the Charles Oakley Building (COB). As previously indicated, the current annual maintenance expenditure is approximately £100k per annum. No rates</p>	
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were paid due to Empty Property Relief (EPR) however the Committee noted that from 1 April 2024, Glasgow City Council has removed EPR for properties unoccupied for more than 15 months, resulting in an additional cost of £107k per annum for the College.

R Gardner also informed the Committee that due to challenging economic conditions, the £60m project to overhaul the Met Tower into a digital and tech hub has now been shelved. While this may have an impact on potential utilisation for site offices, discussions continue with external parties on this matter.

D Baillie reminded of the option previously supported by the Committee for the delivery options for a Purpose-Built Student Accommodation (PBSA) with the option to retain ownership in the long term. Highlighting the increase in maintenance costs, he emphasised the importance of the Committee to maintain a clear strategic direction.

The Committee were informed that a workshop was also undertaken with another external party to explore a potential partnership for development options at both COB and Riverside campus utilising the Pagabo Development Framework. Clarification on how this opportunity can be taken forward is awaited. Additionally, feedback on asset disposal from the Scottish Funding Council (SFC) is pending. D Anderson suggested that a more competitive dialogue process involving various developers be considered. He also recommended engaging with the Glasgow City Council in discussions to consider the site within a broader context.

Decision/Noted

To note the update report and additional suggested recommendations.

Item DC3-4.5 College Student Accommodation (St Luke's)

Paper No: DC3-G	Lead: R Gardner	Action requested: Discuss
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Discussion/ Matters Arising	<p>R Gardner updated the Committee on the existing contract arrangements, and challenges in operating St Luke's student accommodation. Details of the income and expenditure of both accommodations and the increased cost base in utilising St Luke's which returned a loss over AY 2022-23 and AY 2023-24 which is also forecast for AY 2024-25 were highlighted and discussed.</p> <p>R Gardner advised the Committee that the College has a right to terminate the existing contract for St Luke's and legal advice has been sought on this. D Anderson suggested that a dilapidation cost should also be investigated.</p> <p>R Gardner informed that once the termination clause is exercised, the contract will remain in place for a further period of 5 years. By exercising this clause, the College will be able to plan for room replacement. The Committee were also advised on the current maintenance arrangements undertaken by College staff which are deducted from the annual fixed cost each year.</p> <p>D Anderson requested that a breakdown of staff costs for both accommodation sites be provided at a future meeting.</p> <p>Considering the ongoing challenges with communications with the owner</p>
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Decision/Noted

and the day-to-day running of St Luke’s, the Committee recommended to serve notice on the lease arrangement for final approval to the Board.

- To recommend serving a notice on the lease agreement for St Luke’s to the Board.
- To provide a breakdown of staff costs for accommodation sites.

Item DC3-4.6	CMFA Angola Update
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Paper No: Verbal	Lead: R Gardner	Action requested: Discuss
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Discussion/ Matters Arising	R Gardner reported that Centro De Formação Maritima De Angola (CFMA) intend to reinstate the original arrangement whereby they undertake teaching in Year 1 with the College overseeing quality checks, followed by students attending CoGC for Year 2. The Faculty of Nautical and STEM will oversee this initiative and a Memorandum of Understanding (MOU) will be drafted. Ongoing discussions with CFMA are in progress.	
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Decision/Noted	To note the update report.	
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Item DC3-4.7	Strategic Risk Review
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Paper No: DC3-H	Lead: D McGowan	Action requested: Discuss
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Discussion/ Matters Arising	<p>The four Strategic Risks reported to the Committee were reviewed in detail and the following matters were considered and agreed:</p> <p>SR6 - Negative impact upon the College’s reputation: Acknowledging the announcement of further national strike action by EIS-FELA and UNISON, the Committee agreed that the risk score remain at 9 (AMBER).</p> <p>SR7 - Failure to achieve improved business development with stakeholders: Considering the impact following the withdrawal of FWDF funding, and the recent loss of activity from a significant stakeholder following recent strike action, it was agreed that the risk score remain at 9 (AMBER).</p> <p>SR8 - Failure to manage strategic risks associated with CGI Ltd: Agreed that the risk score remain at 10 (AMBER).</p> <p>SR20 - Failure to maximise income via diversification: Recognising the greater financial challenges and SFC flat cash funding for 2024-25, it was agreed that the risk score remain at 20 (RED).</p> <p>S Breckenridge highlighted the associated risks following discussion around the development and increased costs relating to both COB and maintenance of St Luke’s. It was agreed that potential risks will be considered during the next quarterly review and an update will be provided at the next meeting.</p>	
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Decision/Noted	<ul style="list-style-type: none"> • That the risk scores reported to the Committee remain unchanged. • That an additional cost risk relating to the residences and COB be considered. 	
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Item DC3-5.1 Flexible Workforce Development Fund (FWDF) Update		
Paper No: DC3-I	Lead: R Gardner	Action requested: Note
Decision/Noted	To note the progress to date for the FWDF for academic years 2022-23 to 2024-25. Employer engagement for Year 6 is ongoing and scheduling of training is underway.	
Item DC3-5.2 International Travel Annual Report		
Paper No: DC3-J	Lead: R Gardner	Action requested: Note
Discussion/ Matters Arising	A summary of all international travel conducted between late April 2023 to April 2024 was submitted for noting. R Gardner emphasised that that the College's unique portfolio in certain areas has contributed to the College establishing itself as one of the leading institutions engaged in overseas activity. Acknowledging the diverse range of international student experiences, D Anderson proposed that further clarity regarding activities funded for staff and those for students be provided. Additionally, the Committee suggested incorporating considerations of cost benefit analysis and CO2 emissions. This was agreed.	
Decision/Noted	To note the report and incorporate requests for inclusion of additional information.	
Item DC3-5.3 Innovation & STEM- CLIC Project		
Paper No: DC3-K	Lead: R Gardner	Action requested: Note
Discussion/ Matters Arising	An overview of activity related to the College Local Innovation Centres (CLIC) pilot project, funded by the Innovate UK Further Education Innovation Fund was submitted. A stakeholder event will be hosted at City Campus on Friday 17 May and members were invited to attend.	
Decision/Noted	To note the report.	
Item DC3-6 Any Other Notified Business		
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	None.	
Item DC3-7 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 DC3-8 Date of Next Meeting		
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Thursday 24 October 2024	

The meeting closed at 1650 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-4.1 15 05 24	Committee ToR Review: Consider additional members.	DM	Ongoing
DC3-4.1 15 05 24	Committee ToR Review: Submit for approval at the next Board meeting.	DM	BoM Mtg 19 06 24
DC3-4.2 15 05 24	CGI Ltd Activity Report: Extraordinary meeting to be held to consider new Business Case and seed funding request.	ALL	Prior to the first BoM Mtg 24-25
DC3-4.5 15 05 24	College Student Accommodation (St Luke's): Recommend serving notice on lease agreement.	DA/DM	BoM Mtg 19 06 24
DC3-4.5 15 05 24	College Student Accommodation (St Luke's): Provide a breakdown of staff costs.	RG	Future DC mtg
DC3-4.7 15 05 24	Strategic Risk Review: Consider additional cost risk to residences and COB.	DM	Next Quarterly Review
DC3-5.2 15 05 24	International Travel Annual Report: Incorporate additional information as requested.	RG	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC2-4.5 15 02 24	CGI Ltd Activity Report: Business Case and seed funding request to be submitted.	RG	Extraordinary DC Mtg
DC2-5.1 15 02 24	CMFA Angola: Proposed contract to be submitted.	RG	DC Mtg 08 05 24 Closed
DC4-3.2 18 05 23	CGI Loan Agreement & Payment Terms: Arrange sign off meeting.	RG	Ongoing Superseded DC2-4.5 above
DC3-4.3 08 02 23	Performance against Targets: Invite R Daye to future meeting.	RG	Ongoing