# Introduction

The University of Glasgow Economic Development Board (UEDB) is being established to provide appropriate governance to the delivery of economic development-related projects and opportunities for the University and its strategic partners.

In doing so, our objective is to strengthen our link with the communities that live, learn and work in the area, develop new partnerships and collaborations, and deliver a lasting legacy of economic and social prosperity at a local and regional level. We want to foster an approach to economic development that fosters inclusive participation and collaborative decision making across all our partners.

Our approach to economic development is underpinned by the new University of Glasgow Innovation Strategy for 2022-2025, delivery of which will generate multiple benefits for the University and enhance its wider impact. The recent investment in the innovation and economic development functions at the University will support commercialisation through the creation of new companies and foster a strong culture of entrepreneurial activity as key success metrics, which can help drive economic growth in the region. More broadly, enabling a strong culture of innovation helps to attract top talent, industry partnerships, career opportunities, and enhance the University's and the city’s reputation as a leader in entrepreneurship and innovation.

A significant component of the UEDB’s remit will be the governance arrangements for the Glasgow Riverside Innovation District (GRID), a collaborative partnership between the University of Glasgow, Scottish Enterprise and Glasgow City Council. The Scottish Government recently announced GRID as Scotland’s first whole- system testbed. The Board will oversee the development of a multi-year programme of activity as part of our ‘GRID Discovery’ initiative, which will focus on delivering high-impact innovation activity and testing it in the real world. Our approach will capitalise on the testbed opportunity and draw on our research strengths. Our aims will be supported through our partnerships, be informed by the needs of our communities and shaped by the ambitions of Glasgow City Region to ‘have the most Innovative, Inclusive and Resilient Economy in the UK’ by 2030.

# Board remit

## UEDB will oversee strategy implementation and delivery of GRID and the University’s Innovation Strategy and enterprise initiatives through:

* + Helping to set the strategic direction of major economic development, innovation and civic programmes and projects led by the University, such as GRID and GRID Discovery, ensuring that they deliver maximum impact for the regional economy, local communities and the University.
  + Supporting the successful delivery of major economic development, innovation and relevant civic programmes and projects by providing oversight, scrutiny and challenge, and making recommendations on strategic, resource, policy and operational matters regarding such activities.
  + Ensuring that local community engagement on major economic development, innovation and civic programmes and projects is effectively co-ordinated across the University and its partners, and that local communities and groups are actively engaged in and benefit from these activities.
  + Supporting horizon scanning and providing actionable advice on the impact of the external political, economic, funding and higher education environments in Glasgow, Scotland and the UK, highlighting potential opportunities or risks to the delivery of the University’s strategic ambitions. Ensuring that the

Board's membership includes the skills and experience necessary to address its remit effectively. To this end, the Board membership may rotate depending upon which aspect of the economic delivery agenda is under development. Working groups will be formed to support this, with the specific shape evolving to meet priorities.

# Scheme of Delegation

The following details the delegated authority for the UEDB and shows how it is placed in the overall University Scheme of Delegation with escalation to Senior Management Group, Finance or Investment Committees or Court:

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of Responsibility** | **Limit** | **Decision Making Delegated Authority** | **Escalation To** |
| Approve delivery plans for major economic development and innovation programmes,  projects and initiatives. | N/A | Vice Principal – Economic Development &  Innovation | Senior Management Group |
| Approve economic development-related  communication strategies. | N/A | Vice Principal – Economic Development &  Innovation | Senior Management Group |
| Approve local community engagement strategies relating to GRID. | N/A | Vice Principal – Economic Development &  Innovation | Senior Management Group |
| Approve plans for post-project implementation reviews. | N/A | Vice Principal – Economic Development &  Innovation | Senior Management Group |
| Approve monitoring and review arrangements. | N/A | Vice Principal – Economic Development &  Innovation | Senior Management Group |

Approval of any items requiring additional financial resources will be reserved to the relevant University governance committees and follow standard approval processes.

# Working Groups

Thematic working groups will be established as necessary to support the work of the UEDB, with working groups reporting a standing item for all UEDB meetings. The respective chairs of the working groups will be responsible for taking forward actions and ensuring any papers are delivered in time to be circulated to board members ahead of meetings. The initial working groups will be based around the following themes but will evolve as we see delivery take shape and priorities crystalise. The terms of reference for these groups will be developed in partnership with the parties invited to sit on the groups.

* Enabling innovation
* Enabling infrastructure (this will oversee major programmes within GRID)
* Community and civic engagement
* Data and metrics
* Communications and marketing

1. **Board Membership Core Membership** *Internal*
   * **Uzma Khan**, Vice Principal - Economic Development and Innovation (Chair)
   * **Mike King**, Director of Economic Development (Vice-Chair)
   * **Dr Neil Bowering,** Deputy Head of College, College of Medical, Veterinary and Life Sciences
   * **Prof Dauvit Broun,** Professor of Scottish History, College of Arts
   * **Nicola Cameron**, Director of Property Joint Ventures
   * **Prof Dominic Chalmers**, Professor of Entrepreneurship and Innovation, Adam Smith Business School
   * **Jeane Freeman**, Dean of Strategic Community Engagement & Economic Development
   * **Linda Hanna**, Strategic Adviser, Economic Development & Innovation
   * **Liam Middleton**, Deputy Director of Economic Development
   * **Prof Jaime Toney,** Professor in Environmental and Climate Science, School of Geographical and Earth Sciences
   * **Richard Warburton**, Head of Communications

*External*

* + **Duncan McDougall**, Assistant Principal, Glasgow Clyde College
  + **Irene McFarlane**, Chief Executive Officer, Linthouse Housing Association
  + **Jane Martin,** Managing Director of Innovation and Investment, Scottish Enterprise or **Gillian Adam,**

Head of Place and Partnerships, Scottish Enterprise

* + **Robert Martin**, Manager for Scotland, InnovateUK
  + **Stuart Patrick**, Chief Executive, Glasgow Chamber of Commerce
  + **Kevin Rush**, Director of Regional Economic Growth, Glasgow City Region or **Graham Smith**, Economic Development Manager, Glasgow City Council

*Observer*

* + **Andrew Docherty**, Area Lead for the Glasgow City Region (DLUHC), UK Government

## Attending as Required

Attendees from University directorates and other external parties not listed above may attend specific meetings to discuss specific progress and risk as and when required.

Membership of UEDB will be reviewed periodically after initiation to ensure that partner organisations critical to the realisation of our economic, innovation and civic ambitions are given due representation. For example, as specific projects develop within GRID Discovery in particular, it may be useful to have permanent representation from the local health board.

# Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk, subject to approval by the Chair. There must be a minimum of 50% of its members in attendance for decisions or approvals.

# Board Member Responsibilities

The Board has final accountability for the review and approval of the annual and 3-year delivery plans. Each Board member has a responsibility to:

* Scrutinise and constructively challenge all strategic documents, policies, and papers, including business cases, plans and roadmaps, brought forward to UEDB for review.
* Ensure partners are consulted on developments relating to major infrastructure projects led by the University, such as the Living Lab and Campus Innovation Zone, and able to input as required.
* Approve plans for the delivery of key economic development, innovation and civic programmes and projects, providing challenge on the level of ambition, achievability and means of delivery, as well as time, cost and quality constraints.
* Advise and support the University to actively engage with and include local communities in economic development, innovation and civic programmes and projects, and ensure that they benefit from these activities.
* Communicate and champion, internally and externally, the outcomes and potential of the University’s economic development, innovation and civic programmes and projects, ensuring that activities are profiled effectively through the communications channels of the University and its partners.
* Provide expert advice on existing and emergent priorities, challenges and opportunities, including funding and partnerships, within Glasgow, Scotland and the UK, and support the University to understand how it might best contribute to or capitalise upon these.
* Support the University to develop its economic data analysis capabilities, ensuring that plans are informed by robust evidence and that its work complements that of Glasgow City Region Intelligence Hub and Scottish Government economic analysis units.
* Identify, assess and mitigate risks associated with major economic development, innovation and civic programmes.
* Take ownership for specific actions and risks escalated to the UEDB from the supporting working groups. All escalated actions and risks must have a board member as overall owner.
* Approve plans for post-project reviews and lessons learned reports and oversee the implementation of recommendations arising from these for future programmes and projects.
* Activity and behaviour should embody the University’s values ([click here for details](https://www.gla.ac.uk/myglasgow/staff/values/))

# Conflict of Interest

Strategy Board members shall notify any declaration of conflict as a standard agenda item at the start of the meeting including the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

# Format and cadence

The meeting schedule will comprise of three meetings per year. Papers will be circulated seven working days in advance and will include updates from the working group leads (or appropriate substitute) as a standing item. The Board will also take updates, as appropriate, from wider University activity (e.g. Strategic Projects Forum, Government Relations) and from partner organisations. Terms of reference will be reviewed by the board every twelve months, with final approval for amendments being granted by the Senior Management Group of the University.

## INPUTS

* UofG strategy and plan
* Innovation Strategy
* Economic development, innovation and civic related policies
* Business Cases to be presented
* Economic data and intelligence provided by the Economic Development team and other stakeholders (e.g. Glasgow City Region Intelligence Hub, Scottish Government, UK Government)
* Summary of changes made to action log

## OUTPUTS

* Papers as required to SMG or Court
* Revised business cases
* Communication and support for economic development, innovation and relevant civic initiatives
* Community engagement plan and updates
* Decision Log
* Action Log
* Delivery Plan and updates
* Minute