

Board of Management

Meeting of the Development Committee

MINUTE OF 2nd MEETING HELD ON WEDNESDAY 3 FEBRUARY 2021 AT 1500 HRS (DC2)
VIA MS TEAMS

Present	
Lorna Hamilton (LH) (Convener)	Graham Mitchell (GM)
Paul Little (PL)	
In attendance	
Paul Clark (PC)	Carla Gethin (CG)
Roy Gardner (RG)	Sharon Ritchie (Minute)
Apologies for absence	
Sarah Erskine (SE)	George Galloway (GG)

LH chaired the meeting in the absence of GG.

Item DC2-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from GG and SE. SP was not in attendance. PC to liaise with SP regarding confirmation of committee membership.	

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

Item DC2-3.1	Minute of the Development Committee meeting held on 04 November 2020	
Paper No: DC2-A	Lead: Convener	Action requested: Approve
Decision/Noted	That subject to one additional point of suggestion, the minute be approved.	
	<u>College Company Proposal</u> PL responded to a query about employment through the company, pointing out that when making provision for commercial maritime and other projects, it may be deemed necessary to employ people for assessment and instruction delivery purposes.	

Item DC2-3.2	Committee Terms of Reference Review	
Paper No: DC2-B	Lead: P Clark	Action requested: Approve
Discussion/	The current Committee Terms of Reference were reviewed. No	

Matters Arising amendments were proposed.

Decision/Noted Approved

Item DC2-4.1	CGI Ltd – Business Plan (draft)	
Paper No: DC2-C	Lead: R Gardner	Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>RG reported on the draft business plan for City of Glasgow International Ltd. He indicated that the College Company proposal had been fully discussed at PNC and that the full Board had been updated prior to the Christmas break (2020).</p> <p>RG indicated that the template provided in the paper is used by Scottish Enterprise and is common across the business framework. The key operating areas which the company should undertake, along with the competitive analysis in terms of providers were highlighted. The company can be operating against Private Training Providers within, but not exclusively to the Maritime sector.</p> <p>A draft Memorandum of Understanding (MOU) has been procured to map out the relationship between the College and its subsidiary. The draft business plan will be used to brief the lawyers, Thornton's, who will be tasked with developing a full business case. Sequentially, this will be presented to the March 2021 Board of Management with a capital bid for seat funding.</p> <p>As the information made available can be open to scrutiny, a very structured approach will be taken. The Loan Agreement template from Thornton's will be used for any seed funding procured from the Board.</p> <p>RG to ensure that the Development Committee is privy to the full business case prior to Board review.</p> <p>PC suggested that LH provide a brief overview update of the plan schedule at the Board Planning day. This will keep the Board informed on developments.</p> <p>PL raised concerns around reference to specific companies in the paper, listing strengths and other items that are seen as commercially sensitive, and that the business plan was too long and needed to be more concise. PL also advised the plan needs to be transparent and indicate that any monies that the Board allocates or loans is clearly generated from commercial sources. Confidentiality of certain aspects relating to competition should be observed.</p> <p>RG reported on public liability and bank insurances to include the company.</p> <p>RG advised that reference to the Directorate structure relating to governance is covered in the MOU.</p> <p>Two business plans were suggested: A full board business plan containing all the main data and a slimmed down commercial focused business plan, which will have the main headings in bullet points to cover the funding governance corporate regime for potential business partners.</p>	

Decision/Noted	<ul style="list-style-type: none"> • The Development Committee to be privy to the full business case prior to Board review. • To update the agreed amendments.
-----------------------	--

Item DC2-4.2 Corporate Development Strategy 2020-30 (Draft)	
Paper No: DC2-D	Lead: R Gardner Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>RG indicated that the Corporate Development Strategy was in draft format, with seven main Strategic Themes underpinned by a series of engagement employment principles. The strategy dovetails into the overarching strategic plan of the College. Under each strategic theme of the Strategy, there are forty associated aims. These aims will be positioned into operational planning.</p> <p>PL advised RG to consider changing the title Workforce Development, and to use the term Upskilling and Reskilling.</p> <p>PC suggested altering Aims to Objectives, as it would help differentiate the terminology used in the Strategic Plan to the five supporting strategies. For internal coherence, PC suggested mapping the objectives against the aims within the strategic plan.</p> <p>PC highlighted that around October/November the Board usually undertakes an outturns review of performance, against performance/target indicators associated with each of the 5 supporting strategies. These targets are associated with a series of operational initiatives set out to deliver the strategies. This approach enables the Board to review strategic delivery year on year.</p>
Decision/Noted	To note the report.

Item DC2-4.3 Performance against Targets (Commercial & International)	
Paper No: DC2-E	Lead: R Gardner/C Gethin Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>RG provided an update the on the performance against targets and indicated that it was the second paper brought to the Development Committee.</p> <p>He asked the committee to note that the Commercial and International Student Recruitment income for the period August 2020 was until the end of December 2020.</p> <p>The overall commercial target for the College was reduced due to Covid. However, 81% of the target was achieved as at December 2020. If everything goes according to plan and forecast (until July 2021) within the SRP, it will be 170% over target.</p> <p>RG reported on the detail of performance across the College, providing the Committee with an account of the areas which have fallen short of target, as well as successes in securing income in the current climate.</p>

CG advised that the team were looking across the Colleges in Scotland to understand the commercial targets. She indicated that a more detailed report will follow at the next committee meeting.

More than 60/70% of income has been generated, which compares well across the sector. A 17% increase is projected over the income brought in from 2019/2020.

In terms of International Student Recruitment, the College is outperforming the sector. RG reported on the due diligence undertaken. RG reported on the new strategy to diversify the International Student Recruitment in the Nautical area.

RG indicated the minimum profit margin required for each project. All costs (where possible) are factored in. Occasionally it is not possible to identify cost of sales, as these are sometimes intertwined with other areas, e.g. with staff working across different Faculties and different projects.

CG pointed out that at the last Development Committee meeting, there was a business case presented within the paper that highlighted detail of costs, including overheads. It was noted that this is difficult in the case of public courses provided via the Faculty as these fees are determined by the College and by the Finance team.

GM asked whether a unit value might be calculated that would allow input of an element of cost. RG indicated that he would liaise with the Vice Principal - Corporate Services, however he advised that this calculation would be challenging.

PC advised that outputs from the Development Strategy should show targets that are meaningful to the Board. This would include the cost of delivery, and the clear profit for the College.

GM requested a timeline associated with value active and value inactive.

PL advised that he would prefer the report to have a RAG status. It is important for the Board to understand what projects are in progress, what is the size of the market, and the market potential.

RG reported that a dedicated Finance colleague may be attached to this area to enhance reportage.

Decision/Noted

- To note the report.
- To update the agreed amendments.

Item DC2-4.4 Flexible Workforce Development Fund (FWDF) Update

Paper No: DC2-F	Lead: R Gardner/C Gethin	Action requested: Discussion/Decision
----------------------------	--------------------------	---------------------------------------

Discussion/ Matters Arising	RG reminded the committee session 2021 is year 4 of the FWDF. The report comprises two parts. Part one refers to a levy-paying fund providing £5000 per SME. Part two was launched in the second week of December 2020 without a national campaign or promotion, which the College is required to promote.
--	--

Due to the Christmas break and the extension of the Job Retention Scheme, there has been little in terms of a positive uptake from the SME sector. The Funding Council have recognised that there remains a large amount of unused funding and have extended the deadline.

Since lockdown there have been 763 courses developed and delivered, over 70 of which have been delivered remotely/online. Approximately 4000 delegates have passed through these courses since the end of April, beginning of May 2020. RG reported that the team have been working predominantly remotely, with some on-campus activity when lockdown eased. However, a number of courses had to be postponed when lockdown resumed. There are around 17 programmes that have been undertaken that require physical on campus activity.

At one of the Business Development Directors Groups, it was reported that an additional £3 million funding had been set aside, with £1 million allocated to the Open University and £2 million to Skills Development Scotland.

CG reported on contact with a colleague at the Open University, who had indicated that the OU would not be encroaching on any of the College employer engagements in terms of the course levels they would deliver, which would be STQF level 10 and 11 (graduate level). OU had indicated that they would refer any employers requesting lower level courses to CoGC. They are looking for smaller micro credentials that they will be starting to deliver from March.

PL pointed out that the micro credentials was not very evident in the paper. There may be a need for some sort of currency to recognise some training, with the micro credential “badge” through collaboration with SCQF PL requested an update at the next meeting on how many courses have been certified as micro credentials.

PI indicated that a degree of on campus work in discreet units may be permitted, but only where these are fully risk assessed and deemed safe. If the courses are industry critical, the College needs to demonstrate that people can be on site in a very controlled and safe environment.

Decision/Noted

- To note the report.
- To update the agreed amendments.

Item DC2-4.5	International Projects Update	
Paper No: Verbal	Lead: R Gardner	Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>RG provided an update on International Project activity.</p> <p>Since lockdown, the College has continued to collaborate with partners remotely and to develop the partnership base.</p> <p>RG drew attention to the table, representing the “pipeline” that the Committee had previously requested. Four staff will be teaching live lessons at 4am (UK time) in China, which will be the fourth time that they have delivered lessons in this way. This initiative has been very well received by our partners. A further £250k of activity has been generated since lockdown.</p>	

CG advised that the projected expenditure has been identified. This has been billed on all costs as well as the income. There is a genuine profit margin for each of the individual projects. Some costs will be higher in the early years of delivery due to development costs, and these will reduce in later years.

3 projects are in progress and are currently being delivered. There are approximately 16 new projects which are anticipated to be delivered in this financial year. These are dependant as some of the partners institutions may be closed due to Covid.

GM asked whether a final account of income vs expenditure is completed at the end of each project, as well as an overall project evaluation. CG advised that this was currently not being done, due to scale and resources, although this would be looked into. There are currently 28 individual projects that are currently being managed.

PL enquired as to whether there will there be a rise in staff costs, as it is not visible in the pipeline. This would enable planning with greater certainty. PL also highlighted that at some point we would need to have a position about international travel. CG advised that the current activity has been around transnational education. Most projects have been moved into a different delivery model, rather than involving staff being located overseas to deliver.

RG referred to the College's Blended Learning Fund that the College currently have for staff, and reported on projects that have been developed in the field of medical education, and micro credentials in elderly care. These developments address skilling and reskilling the local market, but also meet international market demand.

PL commented that the committee needs to be sighted on the European dimension, and what preparation the College may need to make in readiness for that market.

Decision/Noted To note the update report and update the agreed amendments

Item DC2-5.1 Innovation and STEM Update

Paper No: DC2-G **Lead:** R Gardner **Action requested:** Note

Discussion/ Matters Arising RG to circulate an overview document to the committee on what is being done in the Innovation area. The team were in the process of renewing for the Institute of Innovation and Knowledge Exchange (IKE) accreditation.

Decision/Noted To note the update report.

Item DC2-5.2 Industry Academy Update

Paper No: Verbal **Lead:** R Gardner **Action requested:** Note

RG indicated that this is a Faculty/Associate Dean responsibility. The focus has largely been on full time learning and pivoting to online. When the Job Retention Scheme ends the upskilling and reskilling for the unemployed will come into focus and a release of pent-up demand.

Decision/Noted Noted

Item DC2-6		Strategic Risk Review
Paper No: DC2-H	Lead: P Clark	Action requested: Discussion/Decision
	There were no proposed changes to the risk scores at this point. PC asked the committee to note recent changes to risk scores approved by the PNC and Audit and Assurance Committees.	
Decision/Noted	To note the Strategic Risk Review.	

Item DC2-7		Any Other Notified Business
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	The requirement for an additional ad hoc meeting will be considered as required to review the CGI Ltd Business Plan prior to the Board meeting in March 2021. Email circulation will also be considered.	

Item DC2-8		Disclosability of Papers
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No changes proposed at present.	

Item DC2-9		Date of Next Meeting
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Wednesday 5 May 2021	

The meeting closed at 1645 hours

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC2-4.1	College Company Proposal: RG to ensure that the Development Committee is first privy to the full business case prior to Board review.	RG	TBC
DC2-4.2	Corporate Development Strategy 2020-30 (Draft): changing the title Workforce Development, as that exists elsewhere in the organisation (workforce planning).	RG	05 05 21
DC2-4.3	Performance against Targets (Commercial & International): Provide an update on the projected fees.	RG	05 05 21

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC1-4.1	College Company Proposal: Provide a further update report at the next meeting of the Board.	RG	11 11 20 Complete
DC1-4.5	International Projects Update: Provide a commercial and international pipeline document at the next meeting.	RG/CM	03 20 21 Complete
DC3-4.6	International Projects Update: Provide more detailed reportage to include details on staff costs.	RG/CM	04 11 20 Complete
DC2-3.2	Anti-Bribery & corruption Policy: Provide mandatory online anti-bribery and corruption training to all staff.	ST	ASAP Complete
DC2-4.3	College Company Proposal: Provide a full proposal for approval at the next meeting.	RG	Ongoing Complete
DC1-3	Matters Arising (from Previous Minute): Provide additional narrative within Performance against Targets paper.	RG/CM	29 01 20 Complete
DC1-13	Business Development/International Activities: Include course participant variance analysis within a future report.	RG	Ongoing Complete