

## Board of Management

### Meeting of the Development Committee

**MINUTE OF 4<sup>th</sup> MEETING HELD ON WEDNESDAY 5 MAY 2021 AT 1600 HRS (DC4) VIA MS TEAMS**

Present	
Lorna Hamilton (LH) (Convener)	Graham Mitchell (GM)
Paul Little (PL)	
In attendance	
Paul Clark (PC)	May Miller (MM)
Roy Gardner (RG)	
Carla Gethin (CG)	Ann Butcher (Minute)
Apologies for absence	
Sarah Erskine (SE)	

LH welcomed MM to the meeting.

Item DC4-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	<p>Apologies were received from SE. PC advised that due to ongoing work commitments, S Patrick would no longer serve on the Development Committee. He will continue to receive papers for comment/input as appropriate.</p> <p>Increased membership will be addressed following current recruitment of new members. Interviews will be held this month.</p>	

Item DC4-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item DC4-3.1	Minute of the Development Committee meeting held on 3 February 2021	
Paper No: DC4-A	Lead: Convener	Action requested: Approve
Decision/Noted	That subject to minor amendments, the minute be approved. All actions were considered complete or will be addressed under the current agenda.	

Item DC4-3.2	Minute of the Development Committee meeting held on 28 April 2021	
Paper No: DC4-B	Lead: Convener	Action requested: Approve

**Decision/Noted** That subject to one amendment, the minute be approved.

<b>Item DC4-4.1</b>		<b>Corporate Development Strategy 2020-30</b>	
<b>Paper No:</b> DC4-C	Lead: Convener	Action requested: Approve	
<b>Discussion/ Matters Arising</b>	<p>PC advised that the structure and terminology of the Strategy has now been updated to maintain consistency of format across all other Supporting Strategies. The overall design is still evolving and will be further refined and designed to reflect the corporate brand.</p> <p>RG provided an overview of the Strategy which comprises 7 Aims and 45 Objectives set in the context of the Strategy Purpose, Benefits, and Key Drivers. The following updates/amendments were agreed:</p> <ul style="list-style-type: none"> <li>– Include/highlight sustainable activity and carbon offset schemes.</li> <li>– Cross reference international activity under Aim 4.</li> <li>– Provide definition/breakdown of stakeholders (under 'Benefits' section).</li> <li>– Consider replacing 'workforce development' with 'upskilling and reskilling'.</li> <li>– Consider activity for City Centre support/recovery.</li> <li>– Link to green/blue/purple agendas as appropriate eg business engagement under green agenda.</li> </ul> <p>RG informed members that the Industry Academy Model, which has proved to be a successful pathway to progression, will be further developed and enhanced with Faculties.</p> <p>PC confirmed that appropriate performance criteria will be set across all 5 strategies. This will identify key performance measures/indicators set at operational planning levels and will ensure that all aims and objectives are being successfully delivered.</p> <p>Members further agreed that a summarised and language appropriate version be produced for external publication.</p>		
<b>Decision/Noted</b>	<ul style="list-style-type: none"> <li>• That subject to agreed amendments, the Corporate Development Strategy be approved.</li> <li>• That a summarised version be produced for external publication.</li> </ul>		

<b>Item DC4-4.2</b>		<b>City of Glasgow International Ltd (CGI Ltd)</b>	
<b>Paper No:</b> Verbal	Lead: R Gardner	Action requested: Discussion/Decision	
<b>Discussion/ Matters Arising</b>	<p>LH thanked members for their ongoing input and guidance on development of the appropriate framework and governance arrangements for establishing the new College company. RG confirmed that recommendations from last week's meeting (held on 28 04 21) were being actioned and a full and final paper will be submitted at the next meeting of the full Board on 16 06 21.</p> <p>RG reassured the Committee that appropriate checks are made to ensure that all new partnerships formed are ethical and legal.</p>		
<b>Decision/Noted</b>	<ul style="list-style-type: none"> <li>• That a final proposal will be submitted at the next meeting of the full</li> </ul>		

Board for approval.

Item DC4-4.3	Performance against Targets (Commercial & International)	
Paper No: DC4-D	Lead: R Gardner/C Gethin	Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>RG provided an update report on the progress made towards Commercial and International income targets. As previously reported, the overall target was significantly reduced due to the Covid-19 health crisis. RG updated members on the following:</p> <ul style="list-style-type: none"> <li>• The Commercial Fee income to the end of March 2020 is currently £2.4 m (103% above target). The forecast for planned activity on the SRP shows that 125% of target at the year-end (£3.1 m) will be achieved.</li> <li>• The projected International Student Recruitment Income to the end of March is £1.4 m (138% above target) with the end of year forecast anticipating 150% of target will be achieved.</li> <li>• The total commercial income secured from tenders/proposals (not on SRP) at end of March was recorded at £150k. The total commercial income secured at 31 March is currently estimated at £3.2 m.</li> </ul> <p>RG further advised that all courses detailed within the report would not be transferred to CGI Ltd.</p> <p>Overall Faculty performance levels were reviewed and the low commercial delivery levels, particularly within Creative Industries, were discussed. RG informed that the drop in activity levels were mainly due to inability to deliver courses and programmes onsite. PL added that whilst delivery has been affected in the short/medium term, the Dean is currently focusing on future growth of niche areas in the long term. CG further advised that new online qualifications, in particular marketing programmes, are also being developed. It was agreed that the Dean, Faculty of Creative Industries attend the next Committee meeting to provide an update on proposed/planned commercial activities.</p>	
Decision/Noted	<ul style="list-style-type: none"> <li>• To note the report.</li> <li>• That the Dean, Faculty of Creative Industries provide a presentation at the next meeting.</li> </ul>	

Item DC4-4.4	Flexible Workforce Development Fund (FWDF) Update	
Paper No: DC4-E	Lead: R Gardner/C Gethin	Action requested: Discussion/Decision
Discussion/ Matters Arising	<p>As previously reported, Year 4 of the FWDF fund covers AY 2020-21 and now includes levy-paying funding for SMEs. Legacy funding from Year 3 was carried forward with an extended deadline (31 12 20) and is now complete.</p> <p>To date, Phase 1 FWDF activity for 2020-21 shows 169 applications have been received, 114 are in progress and a further 50 have been approved. 61% of the SFC funding allocation has been contractually agreed with the</p>	

	<p>remaining allocation to be confirmed by end of July 2021 for completion by 31 March 2022.</p> <p>Following promotion of the Phase 2 funding for SMEs, the College has procured 272 applications with 256 currently in progress. RG reported that the Scottish Government have confirmed FWDF funding for Year 5.</p> <p>LH raised some concern regarding the potential for a saturated landscape post Covid. RG reassured that the current commitment and performance levels could be maintained.</p> <p>The monthly breakdown of courses running and postponed (mainly due to the requirement for physical face to face training) were reviewed. GM requested further detail on likelihood of future uptake of postponed courses. A graphic representation of data will be provided in future reports.</p>
<b>Decision/Noted</b>	<ul style="list-style-type: none"> <li>To note the report.</li> <li>To provide graphic representation of courses running/postponed in future reports.</li> </ul>

<b>Item DC4-4.5</b>	<b>International Projects Update</b>	
<b>Paper No: DC4-F</b>	Lead: R Gardner	Action requested: Discussion/Decision
<b>Discussion/ Matters Arising</b>	<p>RG reported that the College continues to collaborate with international partner institutions and has 55 active agreements for overseas activity representing a 22% increase in partnerships (13 new partners) since April 2020. The projected activity planned for delivery by July 2021 was noted.</p> <p>CG particularly highlighted the planned activity in India which has now been RAG rated RED due to the current lockdown. However, she further highlighted the programme of study in Digital Design in India, which has mapped the Indian programme to the first year of the HNC in Digital Design at CoGC is now in place. This will allow students to progress to Year 2 of the HND Digital Design at the start of the 2021-22 AY (travel permitting).</p> <p>CG further advised that the ILO Skills for Prosperity Programme in Supply Chain Management has now been secured. The strength of the College bid was particularly commended and was considered a significant achievement. LH congratulated the Team on the successful bid and reminded that the overall costs must be monitored against income. This was assured.</p>	
<b>Decision/Noted</b>	To note the update report.	

<b>Item DC4-4.6</b>	<b>Strategic Risk Review</b>	
<b>Paper No: DC4-G</b>	Lead: P Clark	Action requested: Discuss
<b>Discussion/ Matters Arising</b>	<p>The strategic risks which most closely relate to the Committee's remit were submitted for review. The following revision was agreed:</p> <p>Risk 16 - <i>Failure to maximise income via diversification</i>: Given the successful and ongoing development of various initiatives with partner organisations, members agreed to reduce the likelihood to 4. The revised Risk Score 4 x 5 = 20 (RED) was endorsed.</p>	

<b>Decision/Noted</b>	<ul style="list-style-type: none"> <li>To note the updated Risk Management Action Plans.</li> <li>To agree the revised Risk 16, Risk Score = 20.</li> </ul>
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<b>Item DC4-5.1</b>	<b>Innovation and STEM Update</b>	
<b>Paper No: DC4-H</b>	Lead: R Gardner	Action requested: Note
<b>Discussion/ Matters Arising</b>	<p>RG advised that discussions have taken place with the Royal Navy regarding the proposed development of a Maritime Innovation Centre at Riverside Campus. A Project Sponsor will be required and an outline business case will be created. It is anticipated that plans will be showcased at the forthcoming COP26 in November.</p> <p>Delivery of innovation development continues including partnerships with colleagues across Europe through the Erasmus+ funding programme.</p>	
<b>Decision/Noted</b>	To note the update report.	

<b>Item DC4-6</b>	<b>Any Other Notified Business</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	LH thanked MM for her attendance and input.	

<b>Item DC4-7</b>	<b>Disclosability of Papers</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	No changes proposed at present.	

<b>Item DC4-8</b>	<b>Date of Next Meeting</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note
<b>Decision/Noted</b>	Wednesday 3 November 2021	

*The meeting closed at 1735 hours.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC4-4.1 05 05 21	<b>Corporate Development Strategy:</b> <ul style="list-style-type: none"> <li>• Include/highlight sustainable activity and carbon offset schemes.</li> <li>• Cross reference international activity under Aim 4.</li> <li>• Provide definition/breakdown of stakeholders (under 'Benefits' section).</li> <li>• Consider replacing 'workforce development' with 'upskilling and reskilling'.</li> <li>• Consider activity for City Centre support/recovery.</li> <li>• Link to green/blue/purple agendas as appropriate eg business engagement under green agenda.</li> <li>• Provide condensed/summarised and language appropriate version for external use.</li> </ul>	RG	ASAP
DC4-4.2 05 05 21	<b>CGI Ltd:</b> Submit all final documentation to full Board.	RG/PC	BoM 16 06 21
DC4-4.3 05 05 21	<b>Performance against Targets:</b> Consider potential growth opportunities particularly within Faculty of Creative Industries. Dean to provide presentation at the next meeting.	RG/CM PC	DC 03 11 21
DC4-4.4 05 05 21	<b>FWDF:</b> Provide graphic representation of course delivery/postponement information.	RG/CM	DC 03 11 21
DC4-4.5 05 05 21	<b>International Projects Update:</b> Ensure overall costs are closely monitored against income.	RG/CM	Ongoing
DC4-4.6 05 05 21	<b>Strategic Risk Review:</b> Revise Risk 16 Risk Score to 4 Likelihood x 5 Impact = 20 (RED).	PC	ASAP

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC3-3.1.1 28 04 21	<b>Lease Agreement &amp; MOU:</b> Update Lease Agreement and MOU as agreed for final review by Thornton's.	RG/PC	<b>Complete</b>
DC3-3.1.2 28 04 21	<b>Business Plan, Loan Agreement + T&amp;Cs/Employment Contract:</b> Update as agreed.	RG/ST	<b>Complete</b>
DC3-3.1.2 28 04 21	<b>Business Plan:</b> Provide core Plan for wider publication.	RG	ASAP <b>Complete</b>
DC2-4.2 03 02 21	<b>Corporate Development Strategy 2020-30 (Draft):</b> changing the title Workforce Development, as that exists elsewhere in the organisation (workforce planning).	RG	05 05 21 <b>Complete</b>
DC2-4.3 03 02 21	<b>Performance against Targets (Commercial &amp; International):</b> Provide an update on the projected fees.	RG	05 05 21 <b>Complete</b>