

Board of Management Development Committee

Date of Meeting	Thursday 9 November 2023
Paper No.	DC1-C
Agenda Item	3.3
Subject of Paper	Committee Annual Report 2022-23
FOISA Status	Disclosable
Primary Contact	Drew McGowan College Secretary
Date of production	9 October
Action	For Approval

1. Recommendations

- 1.1. To review the Committee's annual report for the 2022-23 academic year and approve it for tabling at the Board of Management for noting.

2. Purpose

- 2.1. To provide the Committee and the Board of Management with a high-level review of the Committee's business throughout the most recent academic year.

3. Consultation

- 3.1. Members are asked to discuss the Committee's annual report and, subject to any changes, approve the paper for tabling at the Board of Management's next meeting for noting.

4. Key Insights

- 4.1. Since 2014-15, following an internal audit recommendation, the Board of Management has established the practice of preparing an annual report for each committee. Annual committee reports are tabled early in the academic year.
- 4.2. The annual reports provide a high-level review and record of the Committee's deliberations and decision-making which can be used by members to reflect on the year, as well as to inform other stakeholders. In addition to the regular publication of Board and committee minutes and papers, annual committee reports demonstrate the College's commitment to openness and transparency.
- 4.3. All of the annual reports prepared for the committees will be used as a basis for the drafting of the College's annual report, in line with the original internal audit recommendation.

5. Impact and Implications

- 5.1. Annual committee reports are one aspect of the Board's established practices that aim to provide assurance to the College's students, staff and other stakeholders, including the Regional Board, that our systems of governance, effectiveness and accountability remain robust and delivered to a high standard.

Appendices:

Appendix 1: The Development Committee Annual Report 2022-23

Development Committee Annual Report AY 2022-23

Introduction

1. The Development Committee, referred to hereafter as “the Committee”, had oversight of the College’s corporate development, including commercial/international activities and partnerships, as well as its brand and reputation.
2. L Hamilton convened the Committee and its membership consisted of G Mitchell, N Cameron and P Little. D Baillie also served as a co-opted member.

Committee Business

3. During this academic year, 4 meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Vice Principal Corporate Development & Innovation and the Director of Business Partnerships, as well as other members of staff. A summary of key issues and business of note is enclosed below.

Commercial and International

4. Throughout the academic year, the Vice Principal Corporate Development & Innovation and the Director of Business Partnerships provided the Committee with reports and presentations on the College’s commercial and international work and progress against targets. Members welcomed the work undertaken by Corporate Development and Finance to improve the reporting over the summer of 2022 in preparation for the 2022-23 academic year commencing.
5. The Committee paid close attention to the impact of Covid-19 on the College’s commercial and international work and income since 2019-20 and the planned multi-year recovery. This academic year was the first without national or regional Covid-19 restrictions, allowing the College to resume collaboration with stakeholders and partners that was commonplace in pre-pandemic times. The College performed well in 2022-23, achieving £6.7 million in commercial and international income against a target of £5.5 million – exceeding the target by 21%.
6. Members of the Committee, and indeed the Board of Management, have acknowledged the increased importance of commercial and international activity to the College in the current financial climate.

Qobalak

7. The Vice Principal Corporate Development recommended that the Committee approve proposals for the College to work with Qobalak and Umm Al-Qura University to deliver tourism training to Saudi nationals in Glasgow. Following the approvals issued by the Committee, and the subsequent approvals by the Glasgow Colleges’ Regional Board (GCRB) and the Scottish Funding Council (SFC), members were kept abreast of developments in the pilot and phase 2 projects. At a time of unprecedented organisational change at the College, the Committee welcomed that the Qobalak work would avert a number of roles from being at risk of compulsory redundancy.

Flexible Workforce Development Fund

8. The Flexible Workforce Development Fund (FWDF), a Scottish Government initiative administered by the SFC, provides funding for employers to access training programmes to address priority skills and skills gaps within their organisations. The College’s delivery of FWDF programmes in year 5 against its allocation was reported to the Committee. Members were also kept informed of the 5-month delay in confirming the year 6 allocations and noted the significant reduction of the FWDF available to the college sector from £17 million to £10 million.

City of Glasgow International Ltd

9. City of Glasgow International Ltd (CGI), the College's wholly-owned subsidiary company, commenced its first year of trading on 1 August 2022. The purpose of CGI is to offer commercial services – including in education, training, retail, research and consultancy – across various local, national and international sectors and markets where the College's presence is limited or infeasible. In doing so, CGI will generate a financial benefit that can be reinvested in the College. This will support the College's efforts to secure a diversity of income and maintain our long-term financial sustainability.
10. The Vice Principal Corporate Development & Innovation reported to the Committee on CGI's work undertaken and planned, performance to date and financial projections. In 2022-23, a series of foundational activities necessary to the operation of CGI were progressed. Concurrently, CGI engaged with a range of prospective partners, gained inclusion on several frameworks and successfully secured contracts for the provision of courses and products.
11. The Committee welcomes the work and early accomplishments of CGI. While acknowledging that it was a company still in its infancy, the Committee emphasises their expectations for future growth to ensure the success of CGI to the benefit of the College. Members also discussed the governance of CGI and its adoption of the College's policies and procedures.

Strategic Risk

12. Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval.

Members' Attendance

13. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2018-19	3	16	12	75%
2019-20	3	17	12	71%
2020-21	4	18	11	61%
2021-22	3	15	12	80%
2022-23	4	20	16	80%

Review

14. The Board of Management's committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.
15. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August, the Committee assumed the responsibility for considering proposals and plans for new developments to the College's campuses and property. Meanwhile, the People & Culture Committee will consider the College's existing, business-as-usual estate, facilities and IT functions