

Board of Management Development Committee

Date of Meeting	Thursday 31 October 2024
Paper No.	DC1-B
Agenda Item	3.2
Subject of Paper	Development Committee Annual Report 2023-24
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	26 August 2024
Action	For Approval

1. Recommendations

- 1.1. To review the Development Committee annual report for the 2023-24 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 2023-24

Development Committee Annual Report 2023-24

Introduction

1. The Development Committee oversees the College's corporate development, including commercial/international activities and partnerships, as well as its brand and reputation.
2. 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
3. L Hamilton convened the Committee until March 2024 and D Anderson was appointed to replace her. Members included D Baillie, N Cameron and P Little. S Breckenridge also served as a co-opted member.

Committee Business

4. During this academic year, three 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 of 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.

Corporate Development Strategy

5. The Committee received a progress report on the delivery of the seven priorities outlined in the Corporate Development Strategy in February 2024. The Vice Principal of Corporate Development & Innovation highlighted the strength of the College's brand, partnerships, award-winning innovation and research, and upskilling/reskilling work. He also reported that work on industry/skills academies was paused due to organisational change and would resume at a more appropriate time, while work on City of Glasgow International Ltd remained ongoing.

Commercial and International

6. Throughout the academic year, the Vice Principal of 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. It was reported to members that the College continues to perform well commercially despite operating in a difficult environment, with challenges in the global market, industrial action and government funding. In 2023-24, the College achieved £8.7 million in commercial and international income against a target of £6.6 million – exceeding the target by more than 30%.

Flexible Workforce Development Fund

7. The Flexible Workforce Development Fund (FWDF), a Scottish Government initiative administered by the Scottish Funding Council, provides funding for employers to access training programmes to address priority skills and skills gaps within their organisations. The College and employers valued the FWDF and were therefore disappointed when the Scottish Government announced the withdrawal of the £10 million fund in its 2024-25 budget. The College has joined the sector, businesses, charities and trade unions in calling for FWDF to be reinstated.

City of Glasgow International Ltd

8. City of Glasgow International Ltd (CGI), the College's wholly-owned subsidiary company, commenced its first year of trading in 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.

9. The Vice Principal of Corporate Development & Innovation reported to the Committee on CGI's work undertaken and planned, performance to date and financial projections. In 2023-24, D Anderson, D Baillie, S Breckenridge and D Rae were appointed to the CGI Board of Directors to progress the development of the company. The new business plan outlined the working relationship between the College and CGI, as well as the markets that will be targeted, in the first two years of trading. There are also plans to recruit key personnel early in 2024-25.

Charles Oakley Building

10. Oversight of the development of the Charles Oakley Building (COB) was transferred from the Finance Committee to the Development Committee this year following the changes to the Board's committees described in paragraph 2.
11. At the first meeting of the academic year, members were advised of the six delivery options for student accommodation considered by the Finance Committee, noting that four of the six did not meet the College's essential criteria. The Committee agreed that the College should continue to explore leasing part of the COB to an external party while considering its development in the longer term. The Chief Financial Officer and Vice Principal of Corporate Development & Innovation kept members apprised of progress at each meeting.

Risk Management

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. Risks are rated low, medium, high or critical.
13. The risk of a failure to maximise income by the diversification of streams (SR20) has continued to be rated red since the Covid-19 pandemic. However, the College exceeded the commercial and international income target by 30% in 2023-24 – after exceeding the 2022-23 target by 21%. With the College projecting growth in non-government activity in 2024-25 and setting a target of £9.4 million, it is anticipated that this risk rating will be reduced.

Members' Attendance

14. 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
2019-20	3	17	12	71%
2020-21	4	18	11	61%
2021-22	3	15	12	80%
2022-23	4	20	16	80%
2023-24	3	15	12	80%

Review

15. 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. No material changes were requested by the Committee in 2023-24.