

## Board of Management Development Committee

<b>Date of Meeting</b>	<b>Wednesday 31 October 2018</b>
<b>Paper No.</b>	<b>DC1-B</b>
<b>Agenda Item</b>	<b>4</b>
<b>Subject of Paper</b>	<b>Committee Annual Report 2017-18</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Paul Clark, College Secretary/Planning</b>
<b>Date of production</b>	<b>19 September 2018</b>
<b>Action</b>	<b>For Approval</b>

### 1. Recommendations

1. To review the Committee Annual Report 2017-18
2. To approve the report (for noting by the Board) subject to any agreed changes.

## **2. Purpose of report**

2.1 To provide the Committee and Board of Management with a high-level review of the activities of the Committee throughout 2017-18 within the framework of the Committee's Terms of Reference.

## **3. Context**

3.1 In May 2014 the Committee agreed to a recommendation from the Internal Auditor to prepare "an annual report...for each sub-committee and that this is used as the basis for the preparation of the annual report for the full Board" (Ref. paper AC4-F, May 2014: "Internal Audit Report - Risk Management and Governance").

3.2 Referencing the Committee Terms of Reference, the summary schedule of work of the Committee for 2017-18, and the considerations and discussions undertaken by the Committee through the session, the attached report provides a summary report of the Committee's activities.

3.3 The benefits of such a review include the following:

- It provides a reference for progress and achievement, and an accessible update on the Committee's recent and current areas of focus, within the parameters of the Committee's areas of responsibilities. This is of value to new Committee members, other Board members, and other stakeholders.
- It provides a sound basis for the development of a College Annual Report, ensuring a robust governance framework and perspective for reportage.
- It reflects good governance practice.
- It facilitates reflection and performance improvement, thereby supporting the College's Strategic Aim 5. "With a high performance focus, be the best we can be in the way we operate and work together".

## **4. Impact and implications**

4.1 The review process comprises a thorough review of the Committees activities in the previous academic session, informing strategic direction, and facilitating development and improvement.

4.2 It will provide further reassurance to the Board and its stakeholders, including the Regional Board, that the City of Glasgow College systems of governance review are robust, and delivered to a high standard.

### **Appendices:**

**Appendix 1: Development Committee Annual Report 2017-18.**



## STUDENT STAFF AND EQUALITIES COMMITTEE

**CONVENER:** George Black

**VICE CONVENER:** George Galloway

**MEMBERS:** Karen Kelly, Paul Little (Principal), Stuart Patrick, Anne Peters.

### Introduction

The Development Committee has a primary focus upon the College's commercial and international activities, ensuring the alignment of such activity with the College's strategic priorities, and monitoring the development of new business. To this end, the Committee receives regular reports enabling the Committee to assess the business risks to the College, as well as the opportunities for significant investment and development opportunities.

The College Strategic Plan 2017-18 includes a key priority "To secure diversity of income and sustainable development" which represents a significant strategic development for the College. This brings with it a revised perspective on risk appetite and tolerance in respect of new developments that may enhance the College's progress towards realising this strategic priority.

The Committee therefore has a key strategic role in College governance - considering, instigating, and co-ordinating policy and strategy development or change, and any related decisions which may be of relevance to more than one Board Committee. The Committee reports to the Board on all such matters, as well as any development related matters of unusual or special interest not within the remit of another Board Committee.

It is also a key task of the Committee to consider the environmental and policy context for College development, to ensure that the College's strategic direction is informed, up to date, proactive and responsive to external priorities

### Review of 2017-18

## **Standing Items**

The priorities of the Committee throughout 2017-18 were represented in the Committee's agenda standing items through the session, which were:

- Performance against targets for Commercial and International activity
- Industry Academies (progress vs targets)
- Overseas Project updates
- Reputational and Fraud risks relating to International Operations (annual)
- Strategic Risk Review (every second meeting)

The Committee's commercial development focus was represented in the Corporate Development Strategy.

### **Corporate Development Strategy**

The Corporate Development Strategy was substantially redeveloped in for the period 2017-25, with the oversight of the Development Committee. The Strategy will continue to support the Glasgow Region and Scotland's social and economic success, by better equipping individuals for the workforce, diversifying our corporate offering, as well as providing a more financially sustainable future for the College as a whole.

A core purpose of the strategy is to increase non-government funded income through business international and European partnership activity, and diversification of services, to allow the College to further invest in its learners, staff and infrastructure.

The award winning Industry Academy model at City of Glasgow College ensures that an employability-focussed curriculum is delivered, addressing the skills and knowledge that employers need, while supporting learners into sustainable employment. The Committee was provided with an overview of various Industry Academy developments, with a particular emphasis upon entrepreneurial and innovating partnerships with business partners and schools. Presentations were received from the Faculties of Business, Creative Industries,

The purpose of the Development Strategy may be summarised thus:

- To provide clear direction for business & international developments
- To create a framework for an Innovation and Research Academy
- To provide clear organizational goals promoting accountability and responsibility
- To identify stakeholders and set working partnership goals
- To deliver the needs of employers and businesses at regional, national and international level

- To promote consistency and a shared vision of good practice and innovation across the College

The Committee recognizes that the City of Glasgow College is inseparable from its city location, connecting both Glasgow and Scotland with the international community. This strategy strives to take forward new initiatives, diversify activity and create strategic partnerships nationally and internationally.

### **International Projects**

At each of its meetings the Committee was provided with a detailed update on the key international project activity currently being undertaken by the College, including development activity at various stages from scoping, inception, development, implementation, and expansion. Among the international partners with which the College is working are:

- Zhejiang Technical Institute of Economics (ZJTIE), China
- Management Development Institute of Singapore (MDIS)
- Nigeria – Lagos Deep offshore Logistics Base (LADOL)
- Hong Kong – Vocational Training Centre (VTC)

### Travel: Cost vs Benefits and Risk

Recognising the need to ensure best value for money, especially in the current climate of restricted public funding, the Committee have been careful to ensure an appropriate balance between investment in potential development opportunities on the international stage for the benefit of the College overall, with ensuring best value and risk analysis. To this end, the Committee received regular reports on the planned international travel undertaken by College staff, with a cost vs benefits analysis.

The Committee recognised that the benefits of such overseas trips may take time to develop a return, and that current reported growth in international activity was often a consequence of informal initial contacts made in past years.

The Committee noted that trips are only approved subject to completion of appropriate Risk Assessments, which are completed by the relevant member of staff undertaking the trip. Reference is made to up to date travel advice near the date of travel.

### **Innovation**

The Committee was provided with a detailed account of the recent innovation activity across the College. CoGC leads the sector in terms of innovation, and the Committee was pleased to note specific project examples under each of the strategic innovation priorities. The Committee also reviewed plans to further develop the Scottish Institution of Innovation and Knowledge Exchange, refresh the College

Innovation Strategy, expand innovation and applied research activity as well as deliver existing project outputs.

### **Performance**

The Committee considered the College's performance against the agreed commercial and international income targets, in the context of the new College Strategic Plan with its heightened emphasis of securing non-grant-funded income streams. The Committee reviewed a three year Faculty income trend analysis, specifically in relation to the targets set.

### **Flexible Workforce Development**

Flexible Workforce Development Fund (FWDF) was launched in 2017, with a sector allocation of £10m, of which CoGC received £488,165. The Committee received updates on the College's activity and employer engagement in relation to this initiative.

### **Strategic Risk Review**

Through the session the Committee received updates via the strategic risk management plans of the key high-level risks under the Committee's areas of responsibility, including new campus project programme completion, reputational risks, and failure to achieve performance and development targets.

### **Terms of Reference**

The Committee reviewed and revised the Committee Terms of Reference to reflect the Committee's added responsibility to provide strategic oversight of College research related matters.

### **Attendance**

<b>Student Staff and Equalities Committee Attendance</b>				
Year	No. of Meetings	Total Possible Attendances	Total Actual Attendances	Percentage Attendance
<b>2015-16</b>	<b>3</b>	<b>15</b>	<b>14</b>	<b>93%</b>
<b>2016-17</b>	<b>3</b>	<b>21</b>	<b>15</b>	<b>71%</b>
<b>2017-18</b>	<b>3</b>	<b>18</b>	<b>10</b>	<b>56%</b>

Attendance levels have dropped significantly from 2015-16 and 2016-17, with one meeting achieving a minimum quorum attendance.



## **DEVELOPMENT COMMITTEE**

### **TERMS OF REFERENCE**

1. To conduct an ongoing strategic review of the College's commercial and international activities ensuring alignment with the College's Strategic Plan.
2. To receive and review reports on the College's commercial and international activities, to consider, assess, and manage associated risks, and new opportunities, and to oversee the implementation of new business, international and commercial activities.
3. To review and report on any significant investment opportunities, development opportunities, and associated benefits and risks to the Board of Management.
4. To provide co-ordination in respect of development related policies and decisions of relevance to more than one Committee of the Board or policies and decisions of particular significance, if deemed appropriate by the Board, and to instigate review and consideration of policy change.
5. To oversee the development and implementation of significant policy or strategic changes, if so requested by the Board of Management, and thereafter to report to the Board of Management on such matters.
6. To provide strategic oversight of College research related matters, referring to the Learning and Teaching Committee as appropriate.
7. To receive reports on and to consider the implications of relevant sectoral and non-sectoral, regional and national policy change and development to ensure that the College's Strategic direction is informed, up to date, proactive and responsive to external priorities.
8. To consider and make recommendations to the Board of Management on any development related matters of unusual or special interest not within the remit of another Board Committee.