

## Board of Management

### Meeting of the Development Committee

**MINUTE OF 1<sup>st</sup> MEETING HELD ON TUESDAY 7 DECEMBER 2021 AT 1700 HRS (DC1) VIA MS TEAMS**

| <b>Present</b>                 |                      |
|--------------------------------|----------------------|
| Douglas Baillie (DB)           | Paul Little (PL)     |
| Lorna Hamilton (LH) (Convener) |                      |
| <b>In attendance</b>           |                      |
| Paul Clark (PC)                | Elodie Nowinski (EN) |
| Roy Gardner (RG)               | Jacque Shaw (JS)     |
| Carla Gethin (CG)              | Ann Butcher (Minute) |
| <b>Apologies for absence</b>   |                      |
| Nicola Cameron (NC)            | Graham Mitchell (GM) |

LH welcomed EN and JS to the meeting.

| <b>Item DC1-1</b>     | <b>Apologies for Absence</b>            |                        |
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| <b>Paper No:</b>      | Lead: Convener                          | Action requested: Note |
| <b>Decision/Noted</b> | Apologies were received from NC and GM. |                        |

| <b>Item DC1-2</b>     | <b>Declarations of Interest</b>         |                        |
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| <b>Paper No:</b>      | Lead: Convener                          | Action requested: Note |
| <b>Decision/Noted</b> | There were no declarations of interest. |                        |

| <b>Item DC1-3.1</b>                    | <b>Committee Membership</b>   |                           |
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| <b>Paper No:</b><br>Verbal             | Lead: Convener  | Action requested: Approve |
| <b>Discussion/<br/>Matters Arising</b> | <p>PC reported on the proposal to co-opt a new member to the Committee (with agreement of the Board Chair and Principal) which the Committee had previously agreed via email. The proposal to co-opt Douglas Baillie (a former Chair of the Board, who had concluded service with CoGC Board in 2015) was formally approved. LH welcomed DB to the Committee.</p> <p>Members also noted that Board member Nicola Cameron had agreed to join the Committee membership.</p> |                           |
| <b>Decision/Noted</b>                  | To welcome new members (DB and NC) to the Committee.  |                           |

| <b>Item DC1-3.2</b> | <b>Minute of the Development Committee Meeting held on 5 May 2021</b> |                           |
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| <b>Paper No:</b>    | Lead: P Clark   | Action requested: Approve |

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| DC1-A          |                              |  |
| Decision/Noted | That the minute be approved. |  |

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| <b>Item DC1-3.3</b>            | <b>Committee Annual Report 2020-21</b>   |                           |
| Paper No:<br>DC1-B             | Lead: P Clark  | Action requested: Approve |
| Discussion/<br>Matters Arising | PC introduced the Committee Annual Report 2020-21 which provides a summary of activities and considerations of the Committee over the year. DB considered the paper helpful, particularly for new members. |                           |
| Decision/Noted                 | To approve the Annual Report 2020-21.  |                           |

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| <b>Item DC1-3.4</b>            | <b>Programme of Work 2021-22</b>  |                           |
| Paper No:<br>DC1-C             | Lead: Convener  | Action requested: Approve |
| Discussion/<br>Matters Arising | Members reviewed the proposed Programme of Work recognising that the content was not prescriptive and could be amended throughout the year as necessary. LH proposed that future developments (ie Riverside Innovation Centre) be added to the February meeting agenda. This was agreed. It was noted that potential developments relating to partnerships (ie Saudi Arabia) would be included within the International Projects Update report. |                           |
| Decision/Noted                 | To approve the Programme of Work 2021-22 subject to agreed amendment.   |                           |

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| <b>Item DC1-3.5</b>            | <b>Committee Terms of Reference</b>   |                           |
| Paper No:<br>DC1-D             | Lead: Convener  | Action requested: Approve |
| Discussion/<br>Matters Arising | The Committee agreed the following addition to the Committee Terms of Reference:<br><br><i>'To monitor, review, and report on the establishment and development of the College company, City of Glasgow International.'</i> |                           |
| Decision/Noted                 | To approve the updated Committee Terms of Reference.  |                           |

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| <b>Item DC1-4.1</b>            | <b>Faculty of Creative Industries – Proposed/Planned Commercial Activities</b>   |                           |
| Paper No:<br>Verbal            | Lead: E Nowinski/J Shaw  | Action requested: Discuss |
| Discussion/<br>Matters Arising | EN provided the Committee with a summary presentation on the commercial and specialist work undertaken within the Faculty of Creative Industries (covering four curriculum areas including Design, Fine Art and Photography, Visual Communications and Media).<br><br>The majority of commercial activities suffered major disruption at the start of the Covid crisis as delivery at that time was predominantly campus based. Evening and leisure provision, rental of specialist spaces, and overseas activities had been suspended or cancelled. The medium-term impact was managed as activities diversified and were replaced by online provision. |                           |

However, this was further impacted as current and new providers also came on to the market, and staffing resources were prioritised towards core Learning and Teaching courses. Faculty provision remains strong during the slow return to 'normal' with evening and leisure provision planned for January 2022. Members were informed of the successful impact and good publicity received following the COP26 events.

JS provided members with a detailed overview of the successful course products within Media including the Chartered Institute of Marketing awards and an alternative product for Digital Marketing for Practitioners. Broadcasting is booming with high levels of industry engagement being undertaken in TV (particularly during COP26). New programmes have been commissioned with a wide range of contributors including BBC, STV and Channel 4. Onsite facilities are being utilised to full capacity and discussions are ongoing to develop close partnerships to further facilitate development and growth for upskilling and reskilling using external sites. Relaunch of City Radio is also planned in the new year.

New developments for 2022 include: micro credentials in specialist areas, summer schools, upskilling workshops, and development of creative skills boosting courses and employability skills.

EN highlighted the current barriers for achieving future ambitions including staff resource shortages, the need for investment in new specialist equipment and remodelling of teaching spaces.

The Committee thanked EN and JS for the insight on the journey to recovery, recognising the agility which has enabled diversification. The progress being made towards development of new commercial programmes and partnerships was noted. Members indicated that they would welcome an "in-person" tour of the Faculty facilities when possible.

#### Decision/Noted

- To note the update presentation.
- To provide a tour of the Faculty when possible.

| Item DC1-4.2                   |  | COP26 – International Maritime Hub |
|--------------------------------|--|------------------------------------|
| Paper No:<br>Verbal            | Lead: Convener   | Action requested: Approve          |
| Discussion/<br>Matters Arising | <p>RG reported that a full update report, highlighting the wide range of events and visitors (including hosting COP26's International Maritime Hub in partnership with Maritime UK, launched by Scotland's First Minister) will be submitted at the Board meeting on 15 12 21.</p> <p>The reputational value of CoGC was significantly enhanced during COP26, with increased stakeholder engagement and new commercial and international partnerships likely to materialise in future. The overall financial benefit has yet to be determined.</p> |                                    |
| Decision/Noted                 | To note that a full report will be provided at the next meeting of the full Board.   |                                    |

| Item DC1-4.3 CGI Ltd Condensed Business Plan |  |                           |
|--|--|---------------------------|
| Paper No: DC1-E                              | Lead: Convener   | Action requested: Approve |
| Discussion/<br>Matters Arising               | <p>RG provided a brief overview of the condensed Business Plan for City of Glasgow International Ltd. The purpose and future plans for the subsidiary were reviewed, and members noted that confidential areas had been removed for wider publication. RG updated the Committee on the progress made in terms of the governance structure. Board representatives have been appointed, and RG has been appointed Director. Additional Director appointments are currently in progress. CGI Ltd trading will go live in January 2022.</p> <p>It was agreed that reference to 'Oil and Gas' would be updated and staff details on page 11 be removed. Members also noted that the document is currently in draft form and this version should therefore remain 'non-disclosable'.</p> |                           |
| Decision/Noted                               | <ul style="list-style-type: none"> <li>To update as agreed.</li> <li>To note that the condensed Business Plan will be made available online to staff, wider stakeholders and prospective clients once finalised.</li> </ul>  |                           |

| Item DC1-4.4 Performance Against Targets (Commercial and International) |   |                           |
|---|---|---------------------------|
| Paper No: DC1-F   | Lead: Roy Gardner/C Gethin  | Action requested: Discuss |
| Discussion/<br>Matters Arising  | <p>RG provided the Committee with an update on the following Commercial and International targets as at November 2021:</p> <p>Commercial Fee Income to the end of November 2021 is currently £2.9m (slightly above target). The forecast for planned commercial activity on the SRP shows that 110% of target will be achieved at the year end. Members were reminded that targets had been reduced due to the Covid 19 pandemic; however, activity has almost returned to pre-pandemic levels.</p> <p>The projected International Student Recruitment Income to the end of November is £1.8 m (122% above target) with the end of year forecast anticipating 148% of target will be achieved.</p> <p>The total commercial income secured from tenders/proposals (not on SRP) at the end of November 2021 was recorded at £352 521. The total commercial income secured is currently estimated at £2.3m.</p> <p>RG updated members on business processes and protocols in place particularly regarding management of concentration and risk tolerance levels which are undertaken prior to engaging with overseas agents and private companies. Members were reassured that full background checks are undertaken in advance.</p> <p>DB commended the successful turnaround in recovery of income levels. He requested an update on sustainability/repeatability of projected income streams and further additional information on net income/profit for each project. RG indicated the minimum profit margin required for each project. A breakdown of costs across wider College activities, in particular staffing, has proved challenging however this matter is being addressed and full reportage is anticipated for the beginning of next financial year. CG added</p> |                           |

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|                       | <p>that a significant amount of investment has been made and it is anticipated that costs will be recouped this year.</p> <p>LH praised the achievements made particularly during such a challenging year however reminded of the requirement for continuous improvement.</p> |
| <b>Decision/Noted</b> | To provide additional information on sustainability and breakdown of income vs costs within future reports.   |

| <b>Item DC1-4.5 Flexible Workforce Development Fund (FWDF) Update</b> |   |                           |
|---|---|---------------------------|
| <b>Paper No: DC1-G</b>  | Lead: Roy Gardner/C Gethin  | Action requested: Discuss |
| <b>Discussion/ Matters Arising</b>                                    | <p>RG provided an overview on FWDF activity progress to date. Year 5 (covering AY 2021-22) has not been provided with a deadline extension (due to the impact of the pandemic). The standard timescale has now returned. The summary of activity to date was reviewed.</p> <p>5% of the SFC funding allocation has been contractually agreed with the remaining allocation to be confirmed by end of July 2022 for completion by 31 December 2022.</p> <p>The College has procured 317 applications for Phase 2 funding for SMEs with 313 currently in progress.</p> <p>RG advised that close working relationships with existing and new employers have been strengthened with organisations reporting positive experiences. Delivery of courses rests within the Commercial and International Team and a number of fixed term appointments have been secured. Whilst confirmation of future FWDF funding has yet to be announced, the Fund is largely working well. It is anticipated that future skills gaps will continue and future funding will be allocated.</p> |                           |
| <b>Decision/Noted</b>   | To note the update report.  |                           |

| <b>Item DC1-4.6 International Projects Update</b> |   |                           |
|---|---|---------------------------|
| <b>Paper No: DC1-H</b>                            | Lead: Roy Gardner/C Gethin  | Action requested: Discuss |
| <b>Discussion/ Matters Arising</b>                | <p>RG reported that the Team continues to regularly liaise with international partners and new models of engagement and opportunities for online delivery are continually revised and explored.</p> <p>The projected activity planned for delivery by July 2022 was reviewed, including agreements for overseas activity which are currently active with others on hold. CG reported that in addition to the successful ILO Skills for Prosperity Programme previously reported, the College has collaborated with the British Council Indonesia and a further partner in support of Teacher Development. Members further noted recent project success including joint delivery of Hospitality and Business courses with Nova College, Vietnam.</p> <p>RG confirmed that the College continues to consider all forms of partnership working including Consortia which will help increase access to new global markets while reducing the overall risk to the College. All modes of course</p> |                           |

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|                       | projects are undertaken which include design and/or delivery both at home and overseas. |
| <b>Decision/Noted</b> | To note the update report.  |

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| <b>Item DC1-4.7</b>                | <b>Strategic Risk Review</b>  |                           |
| <b>Paper No: DC1-I</b>             | Lead: P Clark   | Action requested: Discuss |
| <b>Discussion/ Matters Arising</b> | The strategic risks which most closely relate to the Committee's remit (Risks 6, 7 and 16) were submitted for review. The current risk scores remained unchanged. |                           |
| <b>Decision/Noted</b>              | To note the updated Risk Management Action Plans.   |                           |

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| <b>Item DC1-5.1</b>                | <b>Innovation and STEM Update</b>   |                        |
| <b>Paper No: DC1-J</b>             | Lead: R Gardner   | Action requested: Note |
| <b>Discussion/ Matters Arising</b> | The overview of Innovation and Applied Research activity being undertaken was submitted for information. RG highlighted a number of planned projects including Blended Learning Programmes with Zero Waste Scotland which will help accelerate Circular Economy and Net Zero practices amongst Scotland's SMEs and activity with the Digital Health & Care Innovation Centre. |                        |
| <b>Decision/Noted</b>              | To note the update report.  |                        |

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|------------------------------------|--|------------------------|
| <b>Item DC1-5.2</b>                | <b>Industry Academy Update</b>   |                        |
| <b>Paper No: Verbal</b>            | Lead: R Gardner  | Action requested: Note |
| <b>Discussion/ Matters Arising</b> | RG reported that Industry Academy activity is within the responsibility of Associate Deans and being undertaken within Faculties, however this is currently not being recorded. Partnership agreements and business processes are being audited and resurrection of the IA Model is being progressed with further awareness being raised during the forthcoming EFQM Assessment. A new Customer Relationship Management (CRM) system is being piloted to capture all activity. |                        |
| <b>Decision/Noted</b>              | To provide a full and detailed update report at the DC meeting on 04 05 22.  |                        |

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| <b>Item DC1-5.3</b>                | <b>Corporate Development Strategy</b>   |                        |
| <b>Paper No: DC1-K</b>             | Lead: R Gardner   | Action requested: Note |
| <b>Discussion/ Matters Arising</b> | Members noted that all recommended amendments previously discussed and agreed have now been included. |                        |
| <b>Decision/Noted</b>              | To note the final draft of the Corporate Development Strategy for circulation and publication.        |                        |

| Item DC1-6     | Any Other Notified Business   |                        |
|----------------|---|------------------------|
| Paper No:      | Lead: Convener  | Action requested: Note |
| Decision/Noted | <p><b>Corporate Development &amp; Innovation</b><br/>A detailed synopsis of the Corporate Development and Innovation section, including the various functions and 'Who Does What' will be provided at the next meeting.</p> <p><b>Meeting Start Time</b><br/>Committee agreed that future meeting would commence at 1700 hours.</p> |                        |

| Item DC1-7     | Disclosability of Papers  |                        |
|----------------|---|------------------------|
| Paper No:      | Lead: Convener  | Action requested: Note |
| Decision/Noted | No further changes were proposed, with the exception of Paper DC1-E which is currently in draft form and should remain Non-Disclosable. |                        |

| Item DC1-8     | Date of Next Meeting      |                        |
|----------------|---------------------------|------------------------|
| Paper No:      | Lead: Convener            | Action requested: Note |
| Decision/Noted | Wednesday 9 February 2022 |                        |

*The meeting closed at 1907 hours.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

| Item                | Description   | Owner | Target Date        |
|---------------------|---|-------|--------------------|
| DC1-4.1<br>07 12 21 | <b>Faculty of Creative Industries Presentation:</b> Provide tour for members.   | PC/EN | When possible      |
| DC1-4.3<br>07 12 21 | <b>CGI Ltd Condensed Business Plan:</b> Update as agreed.   | RG    | ASAP               |
| DC1-4.4<br>07 12 21 | <b>Performance against Targets:</b> Include information on sustainability and breakdown of income vs costs within future reports. | RG/CG | Ongoing            |
| DC1-5.2<br>07 12 21 | <b>Industry Academy Update:</b> To provide full and detailed update report at future meeting.                                     | RG/CG | DC Mtg<br>04 05 22 |
| DC1-6<br>07 12 21   | <b>AONB:</b> To provide detailed synopsis of Corporate Development and Innovation section.  | RG    | 09 02 22           |

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

| Item                | Description   | Owner       | Target Date                        |
|---------------------|---|-------------|------------------------------------|
| DC4-4.1<br>05 05 21 | <b>Corporate Development Strategy:</b> Implement changes as agreed.   | RG          | ASAP<br><b>Complete</b>            |
| DC4-4.2<br>05 05 21 | <b>CGI Ltd:</b> Submit all final documentation to full Board.   | RG/PC       | BoM<br>16 06 21<br><b>Complete</b> |
| DC4-4.3<br>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<br>PC | DC<br>03 11 21<br><b>Complete</b>  |
| DC4-4.4<br>05 05 21 | <b>FWDF:</b> Provide graphic representation of course delivery/postponement information.  | RG/CM       | DC<br>03 11 21<br><b>Complete</b>  |
| DC4-4.5<br>05 05 21 | <b>International Projects Update:</b> Ensure overall costs are closely monitored against income.  | RG/CM       | Ongoing                            |
| DC4-4.6<br>05 05 21 | <b>Strategic Risk Review:</b> Revise Risk 16 Risk Score to 4 Likelihood x 5 Impact = 20 (RED).  | PC          | ASAP<br><b>Complete</b>            |