

Board of Management

Meeting of the Development Committee

MINUTE OF 2nd MEETING HELD ON WEDNESDAY 9 FEBRUARY 2022 AT 1700 HRS (DC2) VIA MS TEAMS

Present	
Douglas Baillie (DB)	Lorna Hamilton (LH) (Convener)
Nicola Cameron (NC)	Graham Mitchell (GM)
In attendance	
Alisdair Barron (AB)	Carla Gethin (CG)
Paul Clark (PC)	Sheila Lodge (SL)
Roy Gardner (RG)	Ann Butcher (Minute)
Apologies for absence	
Paul Little (PL)	

LH welcomed NC to her first meeting of the Committee.

Item DC2-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from PL. SL attended in his absence.	

Item DC2-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item DC2-3.1	Minute of the Development Committee Meeting held on 07 12 21	
Paper No: DC2-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	
	<p>Faculty of Creative Industries Tour Committee members were advised that the Dean of Faculty of Creative Industries will be leaving the College this week. An interim Dean will be appointed. Members welcomed the opportunity to meet the new Dean at the Faculty tour when possible.</p>	

Item DC2-4.1	Synopsis of Corporate Development and Innovation Section	
Paper No: DC2-B	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	RG presented the structures within the Corporate Development and Innovation section and highlighted the key responsibilities of senior staff	

members. RG reported that organisational charts for all sections are being produced by HR with further discussion on workforce and succession planning being undertaken by ELT at the end of this week. SL added that given the ongoing recruitment challenges this work had been time consuming and is now considered a priority.

GM requested that complete organigrams including details on employment arrangements i.e. full-time, part-time, permanent, temporary be provided at the next meeting of the Audit and Assurance Committee. It was recognised that the timescale for submission would be tight.

Decision/Noted PC will investigate this matter with ELT as appropriate.

Item 4.4 was taken.

Item DC2-4.4		Performance Against Targets (Commercial and International)	
Paper No: DC2-D	Lead: R Gardner/C Gethin	Action requested: Discuss	
Discussion/ Matters Arising	<p>CG updated the Committee on the Commercial and International targets up to the end of December 2021.</p> <p>Members were further reminded that targets had been reduced due to the Covid 19 pandemic; however, activity has almost returned to pre-pandemic levels. Commercial Fee Income to the end of December 2021 is currently £1.9m. The forecast for planned commercial activity on the SRP shows that 112% of target will be achieved at the year end. Projections for the remainder of the session, expect to exceed targets by 27%.</p> <p>CG reported that the likelihood of meeting targets was strong given the transition back to on campus teaching for practical programmes. GM referred to projected profit and requested a further breakdown of costs and net/gross profit. CG informed that this has proved challenging however work is ongoing with the new Finance Director to extract and apportion costs not on the SRP. Further details will be provided along with a sustainability/growth plan when available. Additional breakdown of non-SRP secured projects will also be included to consider benefits and potential risks.</p> <p>The projected International Student Recruitment Income to the end of December is £1.5 m (28% above target) with the end of year forecast anticipating 162% of target will be achieved. CG acknowledged that income performance is lower than 2018-19. However, through diversification of student recruitment models, the College expects to return to, and exceed pre-pandemic levels.</p> <p>The total commercial income secured from tenders/proposals at the end of December 2021 was recorded at £1.3m. CG provided clarification on active proposals/tenders (i.e. yet to be secured) and expected income for 2022-23 which was not provided (noting an error in the paper). GM requested additional breakdown information on reasons for non-successful bids (i.e. costs, delivery, timeframes, capability, etc).</p> <p>CG provided an explanation of current conversion rates. It was agreed that a trend analysis be included in future.</p>		

Decision/Noted	<p>To provide additional information as follows:</p> <ul style="list-style-type: none"> • breakdown of costs and net/gross profit. • sustainability/growth plan. • breakdown of non-SRP secured projects. • breakdown information on reasons for non-successful bids (i.e. costs, delivery, timeframes, capability, etc). • trend analysis.
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Item DC2-4.2 CGI Ltd Update Report			
Paper No: Verbal	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead: R Gardner</td> <td style="width: 50%;">Action requested: Discuss</td> </tr> </table>	Lead: R Gardner	Action requested: Discuss
Lead: R Gardner	Action requested: Discuss		
Discussion/ Matters Arising	<p>RG reported that the CGI Ltd confirmation statement has now been sent to HMRC advising that the Company is now live but not yet trading.</p> <p>College staff member, Matt Horton has been seconded to GCI Ltd and is working with the Procurement team to ensure the adoption of appropriate systems and protocols. Tenders for a small number of contacts are being discussed.</p> <p>LH requested that a written update paper providing details on contracts secured, value, profit/loss and projections be provided at future meetings. This was agreed.</p> <p>M Horton will be invited to attend the next meeting of the Committee.</p>		
Decision/Noted	<ul style="list-style-type: none"> • To provide a detailed paper at future meetings. • To invite M Horton to the next meeting of the Committee. 		

Item DC2-4.3 Future Developments (Riverside Innovation Centre)			
Paper No: Verbal	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead: R Gardner</td> <td style="width: 50%;">Action requested: Discuss</td> </tr> </table>	Lead: R Gardner	Action requested: Discuss
Lead: R Gardner	Action requested: Discuss		
Discussion/ Matters Arising	<p>RG informed the Committee that a Project Manager (Chris Smith) has been appointed on a part time basis and is leading on Business Case development for the new Innovation Centre. Modelling and visuals of the new high-tech build on Riverside Campus have been produced, but are currently subject to change.</p> <p>RG has also declared an interest in joining the Clyde Mission programme (to harness opportunities of the River Clyde assets), led by the Scottish Government.</p> <p>DB was pleased to note that the College is moving closer to achieving this long-term ambition, and requested initiation and pre-discussion information, including the feasibility study and visuals/fly through to further inform members of the background and context to date. RG will circulate requested information to the Committee prior to the next meeting.</p> <p>Chris Smith will be invited to attend the next meeting of the Committee.</p>		
Decision/Noted	<ul style="list-style-type: none"> • Circulate background information as requested. • Invite Chris Smith to the next meeting of the Committee. 		

Item DC2-4.5	Strategic Risk Review	
Paper No: DC2-E	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	<p>PC updated members on the continuous review of the strategic risks closely relating to the Committee's remit (Risks 6, 7 and 16) . These are among the highest scoring, due to the significant challenges faced, including the economic impact from the global health pandemic. No changes to the risk scores were proposed.</p> <p>Recognising that steps are being put in place to lower the risks, the Committee considered that the current risk scores should remain unchanged for further review at the next meeting.</p> <p>NC suggested that a trend analysis for each risk showing likelihood of increase or decrease should be added to the report. PC reminded members of the development of our Risk Register, which had evolved in recent years following in-depth reviews and recommendations from Internal Audit. The decision to include an overall trend analysis had reflected a good risk process with individual risk trends documented within the Management Action Plans (MAPs). Target risk scores had not been set as all scores are regularly reviewed with the expectation to reduce any risk at the earliest opportunity.</p>	
Decision/Noted	To note the updated Risk Management Action Plans.	

Item DC2-5.1	Innovation and STEM Update	
Paper No: DC2-F	Lead: R Gardner	Action requested: Note
Decision/Noted	To note the update report.	

Item DC2-5.2	Flexible Workforce Development Fund (FWDF) Update	
Paper No: DC2-G	Lead: R Gardner/C Gethin	Action requested: Note
Discussion/ Matters Arising	<p>CG provided an update on progress to date for the Flexible Workforce Development Fund (FWDF) for 2020/21 and 2021/22 allocations (Years 4 and 5). Due to the new Omicron variant and the requirement to rearrange/cancel programmes which must be delivered by March 2022 for Year 4, it is unlikely all programmes will be delivered within the timeline and some funding may be subject to SFC clawback. Undelivered programmes cannot be transferred to Year 5 although employers can replicate courses and reapply.</p> <p>Members recognised the partnership engagement links formed with new employers. CG confirmed that training links would be maintained should FWDF be withdrawn.</p>	
Decision/Noted	To note the update report.	

Item DC2-5.3	International Projects Update	
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Paper No: DC2-H	Lead: R Gardner/C Gethin	Action requested: Note
Discussion/ Matters Arising	<p>CG provided the Committee with an update on International Project activities. Due to the ongoing pandemic restrictions, CoGc experienced a reduction in income as a number of programmes were postponed. New models of engagement and online delivery continue as travel restrictions are still ongoing.</p> <p>CG further updated members on the planning underway to secure medium and long-term international activity including ongoing discussions with new and existing partners to join a consortium to facilitate access to new global markets and high value opportunities. A number of potential projects were highlighted including two programmes with the Australian Technical Management College.</p> <p>RG reminded members that the Team had maintained liaison with international partners over lockdown, and was confident that international activity levels will continue to increase. AB recognised the value in maintaining contact with stakeholders and partners which should prove useful for future business referrals.</p> <p>DB welcomed the financial information provided and requested further projected figures i.e. for 2022-23. The Committee further requested a pipeline management diagram be provided, tracking all stages of activity from inception, including income received.</p>	
Decision/Noted	To provide additional projected figures and pipeline management diagram.	

Item DC2-6	Any Other Notified Business	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None.	

Item DC2-7	Disclosability of Papers	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No changes proposed at present.	

Item DC2-8	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Wednesday 4 May 2022	

The meeting closed at 1830 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC2-4.1 09 02 22	Synopsis of Corporate Dev & Innovation: To investigate submission of updated organigrams to AAC.	PC	ASAP
DC2-4.4 09 02 22	Performance against Targets: Provide: <ul style="list-style-type: none"> breakdown of income v costs and net/gross profit. sustainability/growth plan. breakdown of non SRP secured projects. breakdown information on reasons for non-successful bids (ie costs, delivery, timeframes, capability, etc). trend analysis. 	RG	DC Mtg 04 05 22
DC2-4.2 09 02 22	CGI Ltd Update Report: Provide detailed paper at future meetings.	RG	DC Mtg 04 05 22
DC2-4.2 09 02 22	CGI Ltd Update Report: Invite M Horton to the next meeting.	RG	DC Mtg 04 05 22
DC2-4.3 09 02 22	Future Developments (Riverside Innovation Centre): Circulate background papers.	RG	Prior to next meeting
DC2-4.3 09 02 22	Future Developments (Riverside Innovation Centre): Invite Chris Smith to the next meeting.	RG	DC Mtg 04 05 22
DC2-5.3 09 02 22	International Projects Update: Provide additional projected figures and pipeline management diagram.	RG/CG	DC Mtg 04 05 22

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC1-4.1 07 12 21	Faculty of Creative Industries Presentation: Provide tour for members.	PC/EN	When possible
DC1-4.3 07 12 21	CGI Ltd Condensed Business Plan: Update as agreed.	RG	ASAP Complete
DC1-4.4 07 12 21	Performance against Targets: Include information on sustainability and breakdown of income vs costs within future reports.	RG/CG	Ongoing Superseded DC2-4.4
DC1-5.2 07 12 21	Industry Academy Update: To provide full and detailed update report at future meeting.	RG/CG	DC Mtg 04 05 22
DC1-6 07 12 21	AONB: To provide detailed synopsis of Corporate Development and Innovation section.	RG	09 02 22 Complete
DC4-4.5 05 05 21	International Projects Update: Ensure overall costs are closely monitored against income.	RG/CM	Ongoing Complete