

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 4 MAY 2022 AT 1700 HRS (DC3) VIA MS TEAMS

Present	
Nicola Cameron (NC)	Paul Little (PL)
Lorna Hamilton (LH) (Convener)	Graham Mitchell (GM)
In attendance	
Michael Cross (MC)	Sheila Lodge (SL)
Roy Gardner (RG)	Chris Smith (CS)
Carla Gethin (CG)	
Matt Horton (MH)	Ann Butcher (Minute)
Apologies for absence	
Douglas Baillie (DB)	

LH welcomed MH and CS to the meeting.

Item DC3-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from DB.	

Item DC3-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item DC3-3.1	Minute of the Development Committee Meeting held on 9 February 2022	
Paper No: DC3-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	
	<p>Synopsis of Corporate Dev & Innovation <i>Investigate submission of updated organigrams to AAC.</i> RG confirmed that the Faculty and Directorate organigrams are now complete and will be submitted at the next meeting of the AAC or full Board meeting in June.</p> <p>Performance against Target – Additional Information Request This matter was discussed under Item 4.3.</p> <p>International Projects Update <i>Provide additional projected figures and pipeline management diagram.</i></p>	

RG confirmed that an update pipeline management diagram would be circulated to members at the end of this Academic Year and in advance of the next meeting.

Faculty Presentation

Members agreed that a Presentation would be provided by the Faculty of Education and Humanities at the next meeting.

Item DC3-4.1	Riverside Innovation Centre	
Paper No: Presentation	Lead: R Gardner/Chris Smith	Action requested: Discuss
Discussion/ Matters Arising	<p>CS presented an update on the development of the Riverside Innovation Centre (which includes an Accommodation Centre) and the plans to invest in high-value STEM sectors, high-growth sectors and innovation. The Centre, which would facilitate achievement of strategic objectives, aligns with the Scottish Government’s Infrastructure Investment Plan, Glasgow City Council’s Economic Strategy, Clyde Mission and complements recommendations of the Just Transition Commission. The estimated costs, funding and investment objectives were provided.</p> <p>GM requested advice on land ownership, utilisation of existing space on Campus and additional information regarding potential financial support from stakeholders. RG reassured that the land for the proposed Centre is exclusively owned by the College. NC added that the Centre should be viewed within the wider context of the Glasgow innovation ecosystem. Build sustainability credentials and engagement with GCC planning should also be considered.</p> <p>PL updated new members on the strategic business case previously developed for a STEM Innovation Centre on Riverside. The proposal to utilise the funds from surplus property disposals was presented to the SFC in May 2016; however, these funds were subsequently returned for other capital developments planned by SFC with the proposed Innovation Centre not progressed at that time. However, following the successful track record in delivery of new and innovative courses and the continued appetite in Scottish Government and SFC to increase innovation, the College has reviewed and updated its proposal to expand the learning environment in support of businesses with various agendas.</p> <p>PL further advised that the College continues to engage with commercial partners and relevant stakeholders in support of investment in this new development. These will be confirmed once the Strategic Business Case is in place. He added that whilst existing space on Campus can be repurposed, any substantial changes would need to be negotiated through the Glasgow Learning Quarter. This process may be prolonged and expensive. Sustainability of this new building will also be taken reflected in its design. The Committee noted that the Centre is expected to be fully operational within the next 3-5 years.</p> <p>As part of the further College estates plan, PL advised on discussions to repurpose the existing Charles Oakley Building to student accommodation facility.</p> <p>LH thanked CS for his presentation which benefitted full discussion.</p>	

Decision/Noted To note the update.

CS left the meeting.

Item DC3-4.2 City of Glasgow International Ltd (CGI)	
Paper No: Presentation	Lead: R Gardner/Matt Horton Action requested: Discuss
Discussion/ Matters Arising	<p>RG introduced MH to the Committee and advised that his role within the CGI Ltd is currently being ratified with Thornton's. MH provided a brief outline of his background and current position as Business Operations and Development Manager. RG updated members on recent activity with the National Maritime Academy (NMA) in Saudi Arabia and the plans to procure leads relating to extensive uniform requirements.</p> <p>RG further informed that an annual management fee is being developed with the College to cover more detailed operational processes with CGI. A separate payroll system will be required and a separate 'add on' to the current College HR system is being investigated. RG confirmed that commercial transactions and business activity are continuing whilst the Company is being established.</p>
Decision/Noted	To note the update report.

MH left the meeting.

Item DC3-4.3 Performance Against Targets (Commercial and International)	
Paper No: DC3-B	Lead: R Gardner/C Gethin Action requested: Discuss
Discussion/ Matters Arising	<p>CG updated the Committee on the progress made towards commercial and international student recruitment targets.</p> <p>Commercial Fee income secured to the end of April 2022 is currently £372k, a reduction of 7% on income forecast at February 2022 (mainly due to reclassification of fees). However, the forecast for planned commercial activity on the SRP shows that 120% of target will be achieved at the year end.</p> <p>LH queried the low level of activity within some Faculties, particularly Creative Industries and Hospitality & Leisure. RG advised that activity levels within these areas have been impacted by ongoing restrictions and available space. Faculty growth plans are currently being developed.</p> <p>The projected International Student Recruitment Income year end forecast currently exceeds targets by 86%. This shows an improvement on the previous forecast and brings activity closer to pre-pandemic levels.</p> <p>The total commercial income secured from tenders/proposals at the end of April 2022 was recorded at £2.3m. The Committee noted 6 proposals were unsuccessful. RG advised that this was mainly due to costs quoted and minor quality issues. Profit margins will be reviewed and all feedback received regarding quality will be addressed to further enhance future tenders. The top 20 secured bids/proposals at 26 April 2022 were noted.</p> <p>GM referred to previous discussion to include a breakdown of cost to</p>

income, and the priority that should be devoted to that form of presentation. He also considered that proposals and tenders should be split into new, existing, and recurring customers. Delivery timelines should also be added.

RG reminded the Committee of the ongoing challenge to extract and apportion relevant costs from current College systems. Work continues with the Finance Director to address this issue. RG welcomed GM's valuable input for further refinement of the current format and a separate informal 1:1 catch up meeting was agreed.

Decision/Noted

- To provide additional information as previously agreed.
- To arrange a catch-up meeting with GM.

Item DC3-4.4 Flexible Workforce Development Fund (FWDF) Update	
Paper No: DC3-C	Lead: R Gardner/C Gethin Action requested: Discuss
Discussion/ Matters Arising	<p>CG updated the Committee on the Levy Payers/SMEs programmes which are ongoing (with authority from the SFC) for Year 4. Restricted employer availability to begin delivery has meant the deadline for a number of courses still to be scheduled has now lapsed, with funding for these programmes subject to SFC clawback. Employers can replicate courses to Year 5, though will need to re-apply. It was agreed that yearly comparison figures will be included within the report.</p> <p>The standard timeline for Year 5 has been re-established and programmes will run until the end of December 2022. Current progress for both Levy and non-Levy (SMEs) programmes was noted.</p> <p>CG informed members that the College has been shortlisted in the Herald HE Awards 2022 for Outstanding Business Engagement in Colleges for use of the FWDF to upskill staff and boost productivity.</p>
Decision/Noted	To provide yearly comparison figures in future reports.

NC left the meeting at this time.

Item DC3-4.5 International Projects Update	
Paper No: DC3-D	Lead: R Gardner/C Gethin Action requested: Discuss
Discussion/ Matters Arising	<p>CG provided the Committee with an update on International Project activities. Members noted the update information on joint Diploma programmes in China, Vietnam and Indonesia.</p> <p>A short 10-week bespoke programme for RAF Oman is currently ongoing. The Logistics and Supply Chain training programme will include industrial visits and guest lectures from industry partners.</p> <p>It was noted that some travel restrictions remain in place which may impact planned activities. Engagement continues with overseas partners to develop alternative delivery models.</p> <p>The College is also in discussion with various partners to secure medium and long-term international activity. Progress with new and existing</p>

	partners to join a consortium continues. Potential and upcoming projects were noted.
	The international income for 2021-22 to date was highlighted. The Committee noted that a full breakdown of income and expenditure will be provided in reports from next academic year (2022-23).
	CG reported that in partnership with ZITIE China, the College won the Educational Partnership of the Year category at the recent China Scotland Business Awards 2022.
Decision/Noted	To provide full breakdown of income and expenditure in future reports.

Item DC3-4.6	Strategic Risk Review	
Paper No: DC3-E	Lead: S Lodge	Action requested: Discuss
Discussion/ Matters Arising	SL updated members on the review of the strategic risks relating to the Committee's remit (Risks 6 (AMBER), 7 (RED) and 16 (RED)). The ongoing financial challenges arising from the impact of Covid meant no changes to the risk scores were proposed.	
	Whilst mitigations are being put in place, it was agreed the current risk scores would remain unchanged for further review next session.	
Decision/Noted	To note the updated Risk Management Action Plans.	

Item DC3-5.1	Innovation and STEM Update	
Paper No: DC3-F	Lead: R Gardner	Action requested: Note
Decision/Noted	To note the update report.	

Item DC3-5.2	Industry Academy Update	
Paper No: DC3-G	Lead: R Gardner	Action requested: Note
Decision/Noted	The Committee noted the background to Industry Academies and the proposed next steps to revitalise the Model and re-launch to Skills Academies.	

Item DC3-5.3	International Travel costs v Benefits Update	
Paper No: DC3-H	Lead: R Gardner	Action requested: Note
Decision/Noted	To note the International travel undertaken by staff between January – May 2022.	

Item DC3-6	Any Other Notified Business	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None.	

Item DC3-7	Disclosability of Papers	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No changes proposed at present.	

Item DC3-8	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Wednesday 12 October 2022	

The meeting closed at 1850 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-3.1 04 05 22	Previous Actions: Synopsis of Corporate Dev & Innovation: Submit organigrams to full Board meeting.	MC/RG	By 15 06 22
DC3-3.1 04 05 22	Previous Actions: International Projects Update: Provide updates as requested for next DC meeting.	RG/CG	12 10 22
DC3-3.1 04 05 22	Previous Actions: Faculty of Ed+Humanities to provide presentation at next meeting.	RG	12 10 22
DC3-4.3 04 05 22	Performance Against Targets: Provide additional information as previously agreed and arrange 1:1 catch up meeting with GM.	RG	By next AY 22-23/ ASAP
DC3-4.4 04 05 22	FWDF Update: Provide yearly comparison figures in future reports.	RG/CG	By next AY 22-23
DC3-4.5 04 05 22	International Projects Update: Provide full breakdown of income and expenditure.	RG/CG	By next AY 22-23

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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	Ongoing Superseded (DC3-3.1 04 05 22)
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 Ongoing (Further update DC3-4.3 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 Complete
DC2-4.2 09 02 22	CGI Ltd Update Report: Invite M Horton to the next meeting.	RG	DC Mtg 04 05 22 Complete
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 Complete
DC2-5.3 09 02 22	International Projects Update: Provide additional projected figures and pipeline management diagram.	RG/CG	DC Mtg 04 05 22 (Further update DC3-3.1 + 4.5 04 05 22)
DC1-4.1 07 12 21	Faculty of Creative Industries Presentation: Provide tour for members.	PC/EN	When possible

			Superseded DC3-3.1 04 05 22)
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 Complete