

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON MONDAY 5 JUNE 2017 AT 1700 HRS (DC3)

Present	
George Black (GB) (Convener)	Karen Kelly (KK)
George Galloway (GG)	Stuart Patrick (SP)
Joseph Hughes (JH)	Anne Peters (AP)
In attendance	
Paul Clark (PC)	Carla Gethin (CG)
Roy Gardner (RG)	Ann Butcher (Minute)
Apologies for absence	
Paul Little (PL)	

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

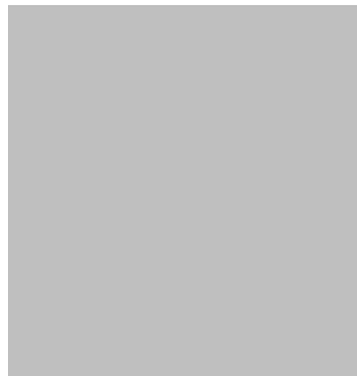
Item DC3-2	Declarations of Interest	
Paper No:	Lead: G Black	Action requested: Note
Decision/Noted	None.	

Item DC3-3	Minute of the Development Committee meeting held on 6 February 2017	
Paper No: DC3-A	Lead: G Black	Action requested: Approve
Decision/Noted	That subject to one minor amendment the minute be approved.	

Matters Arising		
Paper No:	Lead:	Action requested: Approve
Decision/Noted	<p>Industry Academies Progression KK advised that the FPRC considered that the progress towards 50% SFC grant/50% non-government funded income would not be achievable for the foreseeable future, due in part to recent increases in grant funding. It was agreed that this would be a long term aspiration which will be reflected in the Long Term Financial Plan.</p>	

Item DC3-4	Strategic Risk Review	
Paper No: DC3-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>The relevant risks in relation to the Committee were considered. The following Risks were the focus of detailed discussion:</p> <p>Risk 4 – Failure to Realise Planned Benefits of Regionalisation GB updated members on recent discussions at the Audit Committee meeting. GCRB has now agreed the preparation of consolidated financial statements for the Glasgow Region. It was also reported that the External Auditor had advised the Audit Committee that GCRB now have the delegated power to remove members of the Board and will also set the Terms & Conditions of employment for Principals. PC advised the Committee that under the applicable legislation, the Regional Strategic Body of an assigned college has to approve the Terms & Conditions of Principals on appointment before they can take effect. Responsibility for the removal of Board members still requires further clarification. PC advised the Committee that further clarification had now been sought from the External Auditor.</p> <p>GB concluded that it may be difficult to achieve a regional approach that would not disadvantage CoGC.</p> <p>KK emphasised that SMART objectives which explain the benefits of regionalisation were still to be included and that this would frame the management of associated risk more meaningfully. PC will discuss this with JC and make necessary adjustments for the next meeting of the Board.</p> <p>It was agreed that the Risk Score remain at 9 (GREEN).</p> <p>Risk 6 – Negative impact upon College Reputation In relation to the recent strike action, members were advised that teaching staff are undertaking additional hours to address the issue of outstanding student coursework. All student concerns are also being handled on a 1:1 basis. It was agreed that the current Risk Score remain at 10 (AMBER).</p> <p>Risk 8 – Failure to achieve improved performance Due to the teaching staff dispute it was agreed that the Likelihood be increased to 2 with an increased Risk Score of 10 (AMBER).</p>	
Decision/Noted	To approve the risk scores and the associated Risk Management Action Plans.	

Item DC3-5	Corporate Development Strategy 2017-2025	
Paper No: DC3-C	Lead: R Gardiner	Action requested: Discuss
Discussion/ Matters Arising	<p>RG advised that following recent Strategic Planning workshops the Corporate Development Strategy has been reviewed and now includes 5 Strategic Aims. A new strategic plan delivery template</p>	



which sets out aims and objectives including a timeline for targets and KPIs has been developed and will be completed for various initiatives under each Aim by the end of June.

RG further advised the Committee that the associated initiatives, as set out in the Strategy, would be drafted by August.

Members suggested that it would be helpful to provide a short presentation on one of the proposed initiatives at the next meeting. This was agreed.

Decision/Noted

- To note the revised Corporate Development Strategy 2017-2025.
- To provide a presentation on the proposed Strategy initiatives at the next meeting.

Item DC3-6 Industry Academies Update

Paper No: DC3-D	Lead: C Gethin	Action requested: Discussion
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Discussion/ Matters Arising

CG advised that the paper had been produced and presented at the recent meeting of the Learning & Teaching Committee. The general overview of KPI targets, reportage, action plans and areas of planned growth were noted. A three year trend analysis will also be produced. CG informed that individual Faculty performance statistics will be available on the College dashboard and any areas of underperformance will be kept under review. She also highlighted the need to further promote and enhance current Industry Academy activities. It was noted that achieving current targets would be challenging; however in future these would be set at realistic and achievable levels.

Members agreed the information provided was helpful but suggested that performance against targets should be provided as actual figures rather than as percentages. Additional commentary by way of explanation should also be included.

Decision/Noted

To note the report.

Item DC3-7 Performance against Targets (Commercial & International)

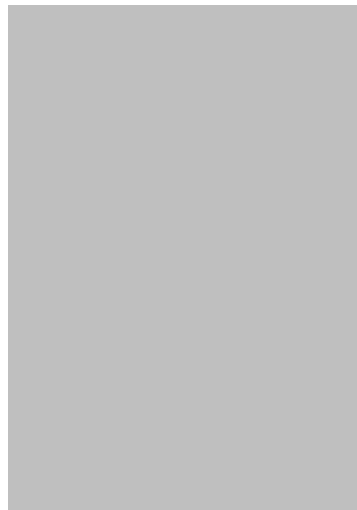
Paper No: DC3-E	Lead: R Gardner	Action requested: Discussion
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Discussion/ Matters Arising

RG provided a review on progress made towards Commercial and International income targets for the period of August 2016 – May 2017.

The planned commercial activity target was noted as £3.6 m with the current income to end of May totalling £3.4 m. Additional planned income of £555k to the end of June will bring the income slightly above target. The commercial fee income projection to the end of 2017 is forecast to generate a 9% surplus.

Details of the income from international activity which forecasts a 6% deficit were also reviewed. This has been affected by a wide



range of external factors including a slight reduction in FT recruitment and increased competition locally for short courses within the Faculty of Nautical Studies.

Total income from secured tenders currently stands at £297k with a surplus of 17% expected for all commercial activity to the end of July. The sample of unplanned activity by type of business and contracts undertaken across various areas were noted.

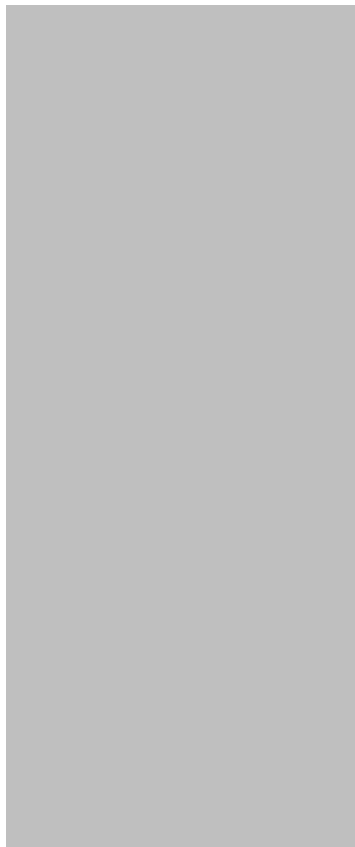
Reasons for unsuccessful bids and the various proactive initiatives being undertaken to promote additional activity were advised.

GB congratulated all staff involved in exceeding the relevant targets.

Decision/Noted

- To note the update report.
- To provide a 3 year trend analysis within the report.
- To include more detailed reportage including reasons for unsuccessful tender bids.

Item DC3-8	International Projects Update	
Paper No: DC3-F	Lead: R Gardiner	Action requested: Discussion
Discussion/ Matters Arising	<p>RG updated the Committee on current international development activity. The following updates were highlighted:</p> <p>United Arab Emirates – Dubai Maritime City Authority (DMCA) Further discussion on the provision of College support in developing a Maritime Centre of Excellence in Dubai was undertaken at the DMCA visit during March. A full scope of requirements has yet to be agreed. DMCA are currently confirming their strategic direction and funding model with outcomes expecting during July.</p> <p>United Arab Emirates – TVET UK College representatives met with TVET UK in London on 10 05 17 to discuss possible support for vocational skills development in Dubai and UAE. Further robust information is required before the College would further consider entering into this partnership.</p> <p>Qatar – College of Engineering & Business Studies (CEBS) Training Centre Dialogue with CEBS has continued. Resource requirements and the financial model are being considered.</p> <p>China – Zhejiang Technical Institute of Economics (ZJTIE) The College continues to work in partnership with ZJTIE with 4 members of staff currently working in China. The value of the contact was noted.</p> <p>Singapore – Management Development Institute of Singapore (MDIS) The partnership has now been extended to include the Management Development Institute of Singapore (MDIS).</p>	



Vocational workshops are being rolled out across a wide range of subjects. The current Culinary Arts programme leading to the NC & HND Professional cookery and NC Bakery will allow them to run HNC programme in Construction, Health and Leadership. Appropriate material is being developed by CoGC.

Nigeria – Lagos Deep Offshore Logistics Base (LADOL)

The College has provided proposals on the programmes and services offered which is being reviewed in order to establish a training model to take forward.

Hong Kong – Vocational Training Council (VTC)

Two students (and 2 members of staff) will visit VTC later this month to present their project as part of the Outstanding STEM Student Project Showcase at the International STEM Students forum 2017.

The RAG rated development timeline for all international projects was noted.

Members suggested that the Committee should also be informed of all potential development opportunities including those in the early stages of development. Where possible, any potential benefits should also be provided.

Decision/Noted

- To note the report.
- To provide additional information on potential projects being identified.

Item DC3-9 International Travel Costs v Benefits Update

Paper No:
DC3-G

Lead: R Gardner

Action requested: Note

Discussion/ Matters Arising

The report on international travel undertaken by College staff for the purposes of Corporate Development and maintaining overseas partnerships between August 2016 - June 2017 was submitted and the review. The costs against benefits were noted.

The Committee recognised that the College’s strategic priority to expand income generation required a considerable amount of overseas travel. While the committee welcomed proposals for such travel with potential benefits outlined in advance, it was recognised that the College is often required to act to develop partnerships at short notice. The Committee acknowledged that, in recent years, the College and its students have benefited from considerable income from international partnerships.

Decision/Noted

- To note the report.
- To include number of students and advise on inclusion of accommodation costs if relevant.
- To include all benefits in addition of monetary value ie staff/student experience, building links, developing potential partnerships, raising the College’s international profile etc.
- To include on year comparison information.

Item DC3-10	Any Other Notified Business	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Industry Academies JH supported and encouraged continued reportage from individual Industry Academies. This was agreed.	

Item DC3-11	Disclosability of Papers	
Paper No:	Lead:	Action requested: Note
Decision/Noted	It was agreed that the disclosability status of papers as described on respective cover sheets be retained.	

Item DC3-12	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	To be confirmed.	

Meeting closed at 6.40 pm.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-5	Corporate Development Strategy 2017-2025: Provide presentation on proposed Strategy initiatives.	RG	Next mtg of DC
DC3-7	Performance against Targets (Commercial & International): Provide 3 year trend analysis within report.	RG	Next mtg of DC
DC3-7	Performance against Targets (Commercial & International): Include more detailed reportage including reasons for unsuccessful tender bids.	RG	Next mtg of DC
DC3-8	International Projects Update: Provide additional information on potential projects being identified.	RG	Next mtg of DC
DC3-9	International Travel Costs v Benefits Update: Provide additional information as agreed.	RG	Next mtg of DC
DC3-10	Industry Academies: Provide reportage from individual Industry Academies.	RG	Next mtg of DC

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC2-5	Industry Academy Progression: Provide timeline of move towards 50% SFC grant/50% non-government funded income	RG	ASAP Complete
DC2-6	Committee ToRs: Recommend for full Board approval.	PC	BoM Mtg 21 06 17 Complete
DC2-7	Corporate Development Strategy: Submit revised draft at next meeting.	RG	24 04 17 Complete
DC2-9	International Project Update: Provide detailed impact analysis for each project.	RG	ASAP Complete