

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 17 APRIL 2019 AT 1700 HRS (DC3)

Present	
George Black (GB) (Convener)	Karen Kelly (KK)
George Galloway (GG)	
In attendance	
Paul Clark (PC) (Minute)	Douglas Morrison (DM)
Dleep Fotedar (DF)	Carla Murray (CM)
Roy Gardner (RG)	Stuart Thompson (ST)
Sheila Lodge (SL)	Helen Young (HY) Research Project
Apologies for absence	
Paul Little (PL)	

Item DC3-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from the Principal. S Patrick was not in attendance.	

Item DC3-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No interests were declared.	

Item DC3-3	Minute of the Development Committee meeting held on 23 January 2019	
Paper No: DC3-A	Lead: Convener	Action requested: Approve
Decision/Noted	Approved.	

Item DC3-4	Corporate Development Strategy - Outturns	
Paper No: DC3-B	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>RG introduced the Strategy Outturns report, and pointed out that some initiatives were RAG-rated RED as the targets were for 2020.</p> <p>It was noted that the development of Industry Academies was behind schedule. The Committee also reviewed the outturn from other initiatives noting progress towards the targets set, and highlighting publication mentions, commercial income, global reputation, external recognition</p>	

	<p>through social media, and alumni and enrolments. The Committee noted that given the targets have been set to 2020, some of the RAG-ratings may be unduly severe. A number of RED rated elements may be considered as AMBER.</p> <p>PC pointed out that the Board will review all outturns reports from all strategies at the Board Planning event in October.</p>
Decision/Noted	Revise report, including RAG ratings, for Board Planning Day by 1 Oct. (RG)

Item DC3-5 Performance against Targets (Commercial & International)	
Paper No: DC3-C	Lead: R Gardner Action requested: Approve
Discussion/ Matters Arising	<p>The Committee noted the report of commercial activity and international activity against the Student Recruitment Plan. It was noted that the report is confined to a single year, and that this does not take account of the historic position.</p> <p>However, the report indicates a positive result against the current target, and ST confirmed that this presents a balanced picture of the position.</p> <p>The report also indicates potential targets of 3%, 6% and 9% for 2019-20, with the Committee noting that 9% growth was particularly ambitious. However, ST pointed out that the College should be working towards a minimum growth of 3%, whereas 9% would provide around £600k of additional income. The report does not include income from the commercial retail outlets.</p> <p>GB emphasised the positive results achieved by the team, noting a significant improvement on last financial year. DF emphasised that around 50% of Nautical Faculty income is predictable. However the level of new enrolments depend upon a large number of global factors, and is therefore less predictable, impacting upon the other 50% of income from the Faculty.</p> <p>GB requested that a longer term context for growth is presented in future.</p>
Decision/Noted	RG/ST - provide a longer term context for growth in future reports. (October meeting)

Item DC3-6 International Projects Update	
Paper No: DC3-E	Lead: R Gardner Action requested: Discuss
Discussion/ Matters Arising	<p>RG introduced CG and DF to report on their most recent international trips.</p> <p>CG circulated a summary of current international partnerships. 19 of these are in Asia (not including those developed by the Nautical Faculty). 63% have been established in the last year, particularly in SE Asia. Other partnerships include those with organisations in Nigeria, and Malta.</p> <p>The Nigerian partnership has been delayed due to the consequences of the current political climate. It was noted that the provision will be located in Glasgow, and that no CoGC staff would be sent to Nigeria. GB emphasised</p>

the need to be aware of reputational risk with countries with a poor record of corruption, for example.

CG introduced projected income from proposals from the March 2019 visit to SE Asia. These proposals total over £117k of income. RG reported that Due Diligence is undertaken via SDI. CG also reported on visiting groups from SE Asia.

CG indicated that the partner organisations involved are mostly educational and governmental agencies.

The Committee welcomed the summary report. The Committee noted that additional staff resource may need to be considered for international development.

DF reported that 90% of international income is generated from students coming to the UK/Glasgow. This market is now in decline as countries seek to develop capacity. The Kingdom of Saudi Arabia (KSA) wish to develop a maritime academy. CoGC had presented a bid with BAe Systems as a lead consortium partner, which already has a presence in KSA.

However there is a reputation risk as women are excluded from applying to any related positions relating to the project work in KSA, due to gender segregation in KSA. Discussions are ongoing with BAe Systems with which the College may yet agree a partnership arrangement, through which the College may support the bid in other ways.

While perceiving no particular conflict of interest at present, GB made the Committee aware that his son currently works for BAe.

Decision/Noted Noted

Item DC3-7 Flexible Workforce Development Fund Update (FWDF)	
Paper No: DC3-D	Lead: R Gardiner Action requested: Discuss
Discussion/ Matters Arising	<p>RG reported confidence that the target will be achieved, referring to the financial overview, progress, and activity dashboard.</p> <p>It was noted that training provision is bespoke, addressing industry needs.</p> <p>The Committee noted that the College is reaching in excess of the target, DS and other agencies were not involved in significant promotion of the initiative, and that CoGC was actively promoting its offer, undertaking training needs analyses etc.</p>
Decision/Noted	Noted

Item DC3-8 International Travel Costs v Benefits Update	
Paper No: DC3-F	Lead: R Gardiner Action requested: Discuss
Decision/Noted	Noted, with no concern expressed by the Committee over the costs involved.

Item DC3-9	Innovation and Research Update	
Paper No: DC3-G	Lead: R Gardner	Action requested: Note
Decision/Noted	Noted.	

Item DC3-10	Strategic Risk Review	
Paper No: DC3-H	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	GB noted that the Committee now received a fuller context for commercial and international development, which was welcomed.	
	The Risk Management Action Plans were agreed as presented.	
Decision/Noted	Risk MAPs agreed	

Item DC3-11	Any Other Notified Business	
Paper No:	Lead:	Action requested: Note
Decision/Noted	None.	

Item DC3-12	Disclosability of Papers	
Paper No:	Lead:	Action requested: Note
Decision/Noted	No change proposed at present.	

Item DC3-13	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Wednesday 30 October 2019	

Meeting closed at 6.30pm

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-4	Corporate Development Strategy – Outturns: Revise report as agreed.	RG	09 10 19
DC3-5	Performance against Targets (C&I): Provide a longer term context for growth in future reports.	RG	30 10 19

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC2-6	Performance against Targets (C&I): Provide a revised format report as agreed.	RG/ST	17 04 19
DC1-13	IA Report – Business Development/International Activities: Include course participant variance analysis within a future report.	RG	Ongoing
DC3-7	International Projects Update: Provide an outline international activity business case.	RG	Ongoing
DC3-7	International Projects Update: Provide an international activity brochure/leaflet.	RG	Ongoing