

Board of Management

Meeting of the Development Committee

MINUTE OF 1st MEETING HELD ON WEDNESDAY 30 OCTOBER 2019 AT 1700 HRS (DC1)

Present	
George Galloway (GG (Convener)	Paul Little (PL)
Lorna Hamilton (LH)	
In attendance	
Paul Clark (PC) (Minute)	Carla Murray (CM)
Roy Gardner (RG)	Stuart Thompson (ST)
Apologies for absence	
David Cullen (DC)	Graham Mitchell (GM)
Sarah Erskine (SE)	Stuart Patrick (ST)

GG welcomed LH to her first meeting of the Development Committee. It was agreed that appointment of a Vice Convener would be considered at the next meeting.

Item DC1-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from DC, SE, GM and SP. As DC and SE were not yet formally appointment as members, it was agreed that their non-attendance would not be recorded.	

Item DC1-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Due to recruitment of business links, GG raised an interest under Item 9, Flexible Workforce Development Fund.	

Item DC1-3	Minute of the Development Committee meeting held on 17 April 2019	
Paper No: DC1-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	
	<p>Matters Arising Performance against Targets (C&I) It was agreed that narrative, including additional detailed information on projected growth and explanations on why targets have not been met, be provided.</p>	

Item DC1-4		Committee Annual Report 2018-19	
Paper No: DC1-B	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>The review of high-level activities undertaken by the Committee during 2018-19 was submitted.</p> <p>Members noted that the record of end year performance against targets in international and commercial activity has yet to be added. It was agreed that the overall figure of international partnerships should be provided within the introduction.</p> <p>RG advised members on a current development in Indonesia, investigating developments based upon the College's maritime campus model. It was suggested that developments in promoting Scottish education and pedagogy for niche professions should also be included within the report.</p>		
Decision/Noted	Subject to inclusion of agreed additional information, the Report was approved.		

Item DC1-5		Committee Programme of Work 2019-20	
Paper No: DC1-C	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>The draft schedule of approvals and other work for 2019-20 was reviewed and approved.</p> <p>Members suggested that fraud and bribery training should be provided to the international team, particularly those travelling overseas. PC advised that the College fully recognises the importance and legal requirement to manage potential bribery and corruption and informed the Committee that an Anti-Bribery and Corruption Policy is currently in place. The Policy will be reviewed to include an international map detailing corruption levels in countries and territories around the world.</p> <p>PL acknowledged the College's duty of care for staff and agreed that mandatory training should be provided to appropriate staff. PC will follow this up with HR. Additional international procurement training will also be considered.</p> <p>RG agreed to provide an update report on developments in Saudi Arabia at the next meeting.</p>		
Decision/Noted	<ul style="list-style-type: none"> • To update the Anti-Bribery and Corruption Policy for review at the next meeting, and consider relevant training to include international procurement (ST/RG). • To include an update on Sauda Arabia developments at the next meeting. (RG) 		

Item DC1-6		Corporate Development Strategy - Outturns	
Paper No: DC1-D	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>RG introduced the Strategy Outturns report. The initiatives RAG rated as RED were reviewed.</p> <p>Development of Industry Academies – The current model is being refreshed with a more structured and coordinated approach being investigated. IA activity is still ongoing however only some areas are successfully engaging with industry partners. This requires to be replicated in other areas.</p> <p>The Committee stressed the importance of increased employer engagement which would influence and provided added endorsement of curriculum delivery and appropriate qualifications. It was suggested that an appropriate stakeholder engagement model be considered.</p> <p>GG requested that a report be provided detailing the current provision and future plans on the development of Industry Academies.</p> <p>GG further queried the current commercial income raised via City Hubs which is below target. It was noted that the projected related activity is currently £365k, however it is expected that the set target of £650k will be reached by the year end.</p>		
Decision/Noted	<ul style="list-style-type: none"> To provide an Industry Academy update paper at the next meeting. To note the outturns report. 		

Item DC1-7		Performance against Targets (Commercial & International)	
Paper No: DC1-e	Lead: R Gardner	Action requested: Approve	
Discussion/ Matters Arising	<p>The Committee reviewed the commercial and international activity against the Student Recruitment Plan. The actual commercial fees achieved to September 2019 was noted at £1.4m with further planned activity to July 2020 noted at £3.7m. RG highlighted that this was slightly under target however additional non-SRP tenders have been secured which would meet the income target for the year end.</p> <p>The International Student Recruitment is currently forecasted to achieve 81% of target. This is anticipated that the new cohort of students enrolling in February 2020 will close the gap in projected income.</p> <p>The income secured from tenders currently stands at £97k. Including the secured SRP income the tenders stand at £1.5m. The College is currently forecasting a slight increase in target.</p> <p>The Committee was advised that a separate College Company may be created in order to provide competitive training for various commercial tenders. It was agreed that a paper providing advice on the pros and cons and, possible challenges will be provided for consideration at the next meeting.</p>		

Decision/Noted	<ul style="list-style-type: none"> To provide a proposal document on the creation of a College Company. To note the update report.
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Item DC1-8	International Projects Update	
Paper No: DC1-F	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>The international income trend from 2014-19 shows a steady increase with projected income exceeding expenditure for 2019-20.</p> <p>RG reported that the College continues to further develop new opportunities with international educational, commercial and government sectors. Areas of CoGC expertise have delivered current and new models 'in country' with international partnerships increasing across Asia from 8 to 38 partners in the past 2 years.</p> <p>CM reported that the College is looking to expand activities in hospitality with India and current provision in China is looking to be expanded for another 4 years. Current international projects in discussion total over £55k.</p>	
Decision/Noted	To note the update report.	

Item DC1-9	Flexible Workforce Development Fund Update (FWDF)	
Paper No: DC1-G	Lead: R Gardiner	Action requested: Discuss
Discussion/ Matters Arising	<p>RG provided information on the purpose and context of the FWDF. The funding allocation is now in Year 3, with the Scottish Government providing £10m, retaining the raised cap of up to £15k per applicant which was set in year 2. Employers now have the flexibility to pass on the benefits of the Fund to their supply chain which includes SME's. RG reported that the College will achieve the year-end target and is looking to secure additional funding.</p>	
Decision/Noted	To note the report.	

Item DC1-10	International Travel Costs v Benefits Update	
Paper No: DC1-H	Lead: R Gardiner	Action requested: Note
Decision/Noted	To note the update report.	

Item DC1-11	Innovation and Research Update	
Paper No: DC1-I	Lead: R Gardner	Action requested: Note
Discussion/ Matters Arising	<p>Members noted the various activities relating to Innovation, STEM, European and Applied Research. GG particularly noted the risks and challenges but recognised the social value to the College and its students. RG highlighted the necessity to embed innovation throughout the College culture and advised of the intention to have key innovation champions in all Faculty areas. The potential growth in income was also noted.</p>	

	It was agreed that D Morrison attend the next meeting of the Committee.
Decision/Noted	<ul style="list-style-type: none"> To note the report. That D Morrison attend next meeting.

Item DC1-12	Strategic Risk Review	
Paper No: DC1-J	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	Members reviewed the updated Risk MAPs for Risk 6 (Negative Impact upon College Reputation), Risk 7 (Failure to achieve improved business development performance with stakeholders) and Risk 16 (Failure to maximise income via diversification). No changes to risk scores were suggested and the current Risk Scores were agreed.	
Decision/Noted	To note the updated Risk management Action Plans and agree current Risk Scores.	

Item DC1-13	Any Other Notified Business	
Paper No:	Lead:	Action requested: Note
Decision/Noted	None.	

Item DC1-14	Disclosability of Papers	
Paper No:	Lead:	Action requested: Note
Decision/Noted	No change proposed at present.	

Item DC1-15	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Wednesday 29 January 2020	

Meeting closed at 7.10 pm

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC1-3	Matters Arising (from Previous Minute): Provide additional narrative within Performance against Targets paper.	RG/CM	29 01 20
DC1-4	Committee Annual Report 18-19: Provide additional information as discussed.	PC	ASAP
DC1-5	Committee Programme of Work 19-20: Update Anti-Bribery and Corruption Policy.	ST/PC	29 01 20
DC1-5	Committee Programme of Work 19-20: Consider fraud and anti-bribery training, including international procurement.	ST/RG	ASAP
DC1-6	Corporate Development Strategy – Outturns: Provide Industry Academy update paper.	RG	29 01 20
DC1-7	Performance against Targets (C&I): Provide proposal document for the creation of a College Company.	RG/ST	29 01 20

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC3-4	Corporate Development Strategy – Outturns: Revise report as agreed.	RG	09 10 19 Complete
DC3-5	Performance against Targets (C&I): Provide a longer term context for growth in future reports.	RG	30 10 19 Complete
DC2-6	Performance against Targets (C&I): Provide a revised format report as agreed.	RG/ST	17 04 19 Complete
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