

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 18 APRIL 2018 AT 1700 HRS (DC3)

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

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

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

Item DC3-3	Minute of the Development Committee meeting held on 24 January 2018	
Paper No: DC3-A	Lead: Convener	Action requested: Approve
Decision/Noted	The minute was approved.	

Item DC3-4	Strategic Risk Review	
Paper No: DC3-B	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	<p>The following risks relating to the Committee's remit were reviewed:</p> <p><i>Risk 6 – Negative impact upon College reputation.</i> RG informed the Committee of a complaint received following the decision to remain open at the start of the recent extreme adverse weather conditions. It had been considered that the College was in a unique position as Glasgow City Centre was operational, and staff and students were in transit to the College; however this decision was reversed once a Red Weather Warning was issued. Subsequently,</p>	

the decision making process had been thoroughly reviewed, along with associated publicity and any complaints. It was agreed that the current RAG rating remain - ie AMBER.

Risk 7 – Failure to achieve improved business development performance with stakeholders. Members were assured that the Corporate Development team continue to work with Faculties in procuring additional non-government income, particularly within underperforming areas. It was acknowledged that the overall position is currently within budget. It was agreed that the RAG rating should remain at AMBER.

PC advised that the Audit Committee considered the risk score to be low for *Risk 16 - Failure to maximise income via diversification* and requested that the Committee further review this score. Members noted that the College is currently below the 2017-18 commercial fee income target. However, as previously discussed, the overall year end budget is expected to achieve a surplus. Whilst areas of underperformance were still considered a risk (with the likelihood of not achieving targets) measures have been taken this year to achieve the target by the year end. It was suggested that the likelihood score be reduced to 3 with the impact score remaining at 3, giving an overall target score of 9 (AMBER). It was reported that the College structure has been strengthened to focus upon income generation from diverse sources.

Decision/Noted

- To agree the risk scores as discussed.
- To consider the Strategic Risk Review at the end of future meetings.

Item DC3-5		Performance against Targets (Commercial & International)	
Paper No: DC3-C	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>RG provided a review on progress made towards Commercial and International income targets for the period of August 2017 – March 2018.</p> <p>The planned commercial activity is projected to achieve 93% of target. Reasons for underachievement particularly within the Faculties of Business and Building, Engineering & Energy were highlighted. RG reminded the Committee that the initial target for City Enterprises had been overestimated due to courses spanning an 18 month period. A 19% surplus of all commercial activity to the end of July 2018 is anticipated.</p> <p>Income from international student recruitment is forecast to achieve 85% of target. A range of external factors have contributed to a reduction of forecast activity. Additional demand for short course work from Saudi Arabia will enable the target to be achieved.</p> <p>The Committee noted the value of tenders and proposals for secured, active and withdrawn business undertaken by the Corporate Development Team and Faculties to March 2018. Total</p>		

	income from secured tenders currently stands at £1 059 872.
	RG updated the Committee on opportunities and future trends particularly in Dubai. The need to invest additional resources to gain higher yield was raised.
Decision/Noted	To note the update report.

Item DC3-6	Malta Tender	
Paper No: Verbal	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	RG reminded the Committee of the positive track record working with Malta College of Arts, Science and Technology during the development of teaching materials for HN equivalent courses. A proposed new partnership tender has been submitted for a Health Care Personnel Training Programme to be delivered in Malta over a 4-year period. Part of the activity will be subcontracted to Anne Arundel College in the USA. The tender submission date closed on 17 04 18 with four other competitors also submitting bids. Advice on the successful bidder is awaited.	
Decision/Noted	To note the update report.	

Item DC3-7	International Projects Update	
Paper No: DC3-D	Lead: R Gardiner	Action requested: Discuss
Discussion/ Matters Arising	<p>Current international development activity was noted by the Committee. RG particularly updated members on the potential partnership with the Management Development Institute of Singapore (MDIS) to explore the setup of a training programme for staff commencing in September 2018. CG will visit MDIS next week to further discuss a potential contract.</p> <p>The level of resources required to operate the current number of projects (which have almost reached optimum level) was highlighted. PL advised that there is the potential to increase international business; however increased resources would be required in order to achieve this. The Committee should consider risk appetite, tolerance and potential market, as well as a delivery model, over the next 10 years.</p> <p>GB suggested that an outline business case be developed in order to support any additional investment.</p> <p>An international activity brochure/leaflet will also be considered.</p>	
Decision/Noted	<ul style="list-style-type: none"> • To note the update report. • To consider an additional international projects discussion session. • To provide an outline international activity business case. • To provide an international activity brochure/leaflet. 	

Item DC3-8		Flexible Workforce Development Fund Update (FWDF)	
Paper No: DC3-E	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>RG updated members on the FWDF activity for the six month period from 07 09 17 – 31 03 18. A total of 128 applications have been received with 35 applications approved (value £324 380). Appropriate training programmes have been scheduled with 1 923 hours of training to be timetabled.</p> <p>RG further reported that the short timescales presented to the sector have meant Colleges have struggled to undertake a coordinated and national approach to promote the fund. However the SFC has agreed to extend the timescales involved, with the application deadline extended to June 2018, and training to commence by September 2018. Employers have also advised that the application process is too bureaucratic – this has been fed back to the Scottish Government.</p>		
Decision/Noted	<ul style="list-style-type: none"> To note the Flexible Workforce Development Fund progress to date. 		

Item DC3-9		Structure Update	
Paper No: Verbal	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>RG informed that the period of intensive consultation with FELA EIS union representatives is now complete and one to one consultation meetings have reconvened on 16 04 18 with formal closure on 11 05 18. Recruitment will take place thereafter.</p> <p>RG further advised that implementation of the reorganisation will have positive implications within Corporate Development & Innovation with increased income targets anticipated, and additional business models being developed through Industry Academies.</p>		
Decision/Noted	To note the update.		

Item DC3-10		International Travel Costs v Benefits Update	
Paper No: DC3-F	Lead: R Gardner	Action requested: Note	
Discussion/ Matters Arising	<p>The report on international travel undertaken by College staff for between August 2017 – March 2018 was submitted for review. RG updated members on additional planned trips anticipated by June 2018 including visits to India, Pakistan and Indonesia. It was agreed that in future, all planned trips should also be included within the report.</p> <p>GB advised that late completion dates for travel risk assessments had been raised at the recent meeting of the Audit Committee. RG informed that trips are only approved subject to completion of an appropriate Risk Assessment. Risk Assessments are completed by the relevant member of staff undertaking the trip with up to date</p>		



travel advice not completed until near the date of travel. An example of a Risk Assessment Form was circulated at the meeting.

The Committee agreed that in future, an overall pipeline of current and planned trips should be provided at each meeting with an annual breakdown of costs, income received and anticipated income. Accurate predictions of potential benefits should also be included.

Overseas Visit – New York

RG updated members following the overseas trip undertaken by himself, the Principal and Gary Maclean from 04 – 10 04 18. The activities undertaken have strengthened the existing partnership activity between the College and institutions within the USA. The College is also a member of the American Scottish Foundation which allows receipt of donations from organisations and individuals within America. A networking breakfast reception with Gary Maclean (as Scotland’s National Chef) was also undertaken. Positive feedback has been received with pledges of sponsorships received.

It was noted that the benefits of such overseas trips may take time to develop a return. It was recognised that current growth in international activity was often a consequence of informal initial contacts made in past years.

Decision/Noted

- To note the update reports.
- Provide an overall pipeline of current and planned trips at each meeting with an additional annual breakdown of costs, income received and anticipated income. Accurate predictions of potential benefits to be included.

Item DC3-11
Paper No:
Decision/Noted

Any Other Notified Business	
Lead:	Action requested: Note
None.	

Item DC3-12
Paper No:
Decision/Noted

Disclosability of Papers	
Lead:	Action requested: Note
It was agreed that the disclosability status of papers as described on respective cover sheets be retained.	

Item DC3-13
Paper No:
Decision/Noted

Date of Next Meeting	
Lead:	Action requested: Note
To be confirmed.	

Meeting closed at 6.55 pm.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-4	Strategic Risk Review: Consider at end of all future meetings.	PC	Ongoing
DC3-7	International Projects Update: Consider additional international projects discussion session.	PC/RG	To be agreed
DC3-7	International Projects Update: Provide an outline international activity business case.	RG	ASAP
DC3-7	International Projects Update: Provide an international activity brochure/leaflet.	RG	ASAP
DC3-10	International Travel Costs v Benefits Update: Provide an account of current and planned trips at each meeting with an additional annual breakdown of costs, income received and anticipated income. Accurate predictions of potential benefits to be included.	RG	Ongoing

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC2-3	Matters Arising: Overall contract value to each project to be included within International Projects Report.	RG	Next Mtg 18 04 18 Complete
DC2-6	Innovation: Provide project update at a future meeting.	RG	Future Mtg Ongoing