

Board of Management

Meeting of the Development Committee

MINUTE OF 2nd MEETING HELD ON WEDNESDAY 29 JANUARY 2019 AT 1700 HRS (DC2)

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

Appointment of a Vice Convener was discussed. LH expressed an interest in the position and was elected unopposed.

Item DC2-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Apologies were received from PL. SP was not in attendance. Members noted the DC was now a member of the Students, Staff and Equalities Committee and would no longer be a member of the Audit Committee.	

Item DC2-2	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 DC2-3.1	Minute of the Development Committee meeting held on 30 October 2019	
Paper No: DC2-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	

Item DC2-3.2	Anti-Bribery and Corruption Policy	
Paper No: DC2-B	Lead: S Thompson	Action requested: Approve
Discussion/ Matters Arising	ST informed that based on feedback from the last meeting of the Audit Committee, and in considering any potential high risk factors involved in working and collaborating with international counties and organisations, it was recommended that a Corruption Perceptions Index (CPI), which ranks counties according to the perceived levels of corruption in their public	

sectors, be added. This has now been included. The ranking runs from a scale of 0 to 100, with 0 being highly corrupt and 100 being very clean. He suggested that members may wish to consider a cut-off point, where authority is given to ELT or escalated to Committee for approval.

GM enquired on the source and validity, including copyright, of the CPI provided and added that advice on this should be sought from all government sources including the Home Office and UKVI. ST will further investigate this matter including government guidance and provide an update at the next meeting of the Audit Committee.

Members agreed that whilst the CPI was a good reference point, a proper risk analysis for any project including staff safety needs to be rigorously completed.

RG assured members that full background investigations are undertaken through Scottish Development International on all business opportunities being considered. A full risk assessment, taking cognisance of the CPI and including safety and security travel advice via the Foreign and Commonwealth Office, is also completed and signed off in advance.

A full suite of training on Anti-Bribery and Corruption is currently being delivered to high risk staff members however it was further suggested that mandatory training be considered for all staff. It was agreed that all staff should have a level of awareness and appropriate training will be considered following a review of the current bespoke training programme.

GG encouraged use of the excellent information resources provided by the Federation of European Employers (FedEE).

Decision/Noted

- To further investigate CPI sources and guidance from government sources.
- To provide mandatory online anti-bribery and corruption training to all staff.

Item DC2-4.1		Committee Terms of Reference	
Paper No: DC2-C	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	The current Committee Terms of Reference were reviewed. No amendments were proposed.		
Decision/Noted	To endorse the current Terms of Reference for approval by the full Board.		

Item DC2-4.2		Performance against Targets (Commercial & International)	
Paper No: DC2-D	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	The Committee reviewed the commercial and international activity against the Student Recruitment Plan. The actual commercial fees achieved to December 2019 was noted at £2m with further planned activity to July 2020 noted at £1.6m. The forecast to date estimates that 95% of the Commercial Fees target will be achieved with the annual income forecast to achieve 99% of target. RG added that including all new business, the projected annual income indicates that the College is forecast to achieve its target by		

the year end.

The International Student Recruitment is currently forecast to achieve 78% of the overall target. Further short courses with the Saudi Ports Authority are planned and the College is on target to meet its projected overseas fees target.

The total commercial income secured from tenders is currently £118 495 therefore the total overall income secured at 31 December was reported at £2.1m.

RG highlighted the sample of unplanned commercial activity and type of business associated with the area and advised on the successful Calmac contract to deliver Maritime Resource Management training. He further confirmed that the business costing model for all contracts operate with a 30% profit margin. The overall impact of high salary costings within contracts particularly in comparison with commercial businesses was emphasised.

Members requested narrative on areas of Faculty underperformance. CM advised on expected enrolments which had not materialised. CM continues to work with Faculty Deans to address these areas via recruitment campaigns or by diversification. The CoPTE is currently investigating a virtual marketplace and appropriate staff development skills to deliver online training.

GG noted the context of the College's overall financial position provided by ST.

Decision/Noted

- To note the update report.

Item DC2-4.3		College Company Proposal	
Paper No: DC2-E	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	RG provided a report on the proposal to form a College Company. The many benefits to the growth in commercial work and the ability to rapidly respond to potential contracts, tenders and consultation within competitive market rates were recognised. Initial discussions on legal aspects for the set-up of this resource have been held with College solicitors. Various options are being considered and a full report will be submitted to the Committee before the end of this academic year. The Committee noted that the College is keen to expand into new areas and contract opportunities and would not consider replacing any current activity or disadvantage existing staff. Dialogue with key staff and Trade Unions will be required as discussions progress. Whilst the creation of a successful College Company would help support Strategic Aims, particularly in terms of maintaining long term financial sustainability and increasing the total non-SFC funding, it was suggested that the potential complexity of risks involved would need to be appropriately analysed. RG further reported on the potential contract with BAE Systems to operate		

	as a sub-contractor (alongside other Maritime Institutions across the UK) in the management of a National Maritime Academy in Saudi Arabia. Restrictions in servicing such a contract were advised and set up of a separate service are being explored.
Decision/Noted	To provide a full proposal for approval at the next meeting.

Item DC2-4.4	Flexible Workforce Development Fund Update (FWDF)	
Paper No: DC2-F	Lead: R Gardiner	Action requested: Discuss
Discussion/ Matters Arising	The total allocation used to date, including employer contributions was noted as £918 404. 110 training programmes are currently in progress during Year 3 with a projected income (approved and projected) noted as £1m. The College will achieve its end of year target and additional funding, from unused allocations across the College sector, will be sought through the Glasgow Colleges Regional Board.	
Decision/Noted	To note the report.	

Item DC2-4.5	International Projects Update	
Paper No: DC2-G	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>The international income trend continues to show a steady increase with projected income exceeding expenditure for 2019-20.</p> <p>The new projects secured show an increase in projected income from October 2019. RG advised that an uptake in short bespoke study tour groups have been secured through current partnerships and contacts. He advised that international students are eligible to study in the UK on short term study visas with no impact on the College visa status.</p> <p>Discussion followed on the increased profit margins generated through overseas partnerships. Members requested more detailed financial reportage which, in addition to income, should also include details on all expenditure ie travel, delivery costs, etc.</p> <p>The impact on increased utilisation of staff was also noted. The overall utilisation of teaching staff is being further discussed with individual Faculties and potential areas of underutilisation are being determined.</p>	
Decision/Noted	<ul style="list-style-type: none"> To note the update report. To provide more detailed reportage to include details on expenditure. 	

Item DC4.6	Saudi Arabia Update	
Paper No: Verbal	Lead: R Gardiner	Action requested: Note
Decision/Noted	This matter was discussed under Item 4.3.	

Item DC2-5.1		International Travel Costs v Benefits Update	
Paper No: DC2-H	Lead: R Gardiner	Action requested: Note	
Decision/Noted	To note the update on all international travel undertaken by College staff between the end of October 2019 and January 2020.		

Item DC2-5.2		Innovation and Research Update	
Paper No: DC2-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 raised some concern with regard to the challenge of employing Innovation and STEM staff on short fixed term contracts which could place long term planning and resourcing of activity at risk.</p> <p>D Morrison will attend the next meeting of the Committee.</p>		
Decision/Noted	<ul style="list-style-type: none"> To note the report. That D Morrison attend next meeting. 		

Item DC2-5.3		Industry Academy Update	
Paper No: DC2-J	Lead: R Gardner	Action requested: Note	
Discussion/ Matters Arising	<p>RG provided Committee members with background information on the launch, development, implementation and promotion of the Industry Academy (IA) Model.</p> <p>During the 2018-19 restructure, the overall strategic and operational responsibilities changed and as a result the overall progress on IA has reduced. ELT have recently considered it necessary to revitalise and drive Industry Academies and the role of Associate Director Business and International Partnerships has been expanded to incorporate the IA remit. This has resulted in the creation of a new Corporate Development Director role. A refocus and emphasis on the progress of IA will now be implemented to encourage wider participation and engagement with employers.</p>		
Decision/Noted	To note the report.		

Item DC2-6		Strategic Risk Review	
Paper No: DC2-K	Lead: R Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>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.</p>		

	ST provided further perspective on the growth of commercial and other non-SFC funding over the past 4-year period, with commercial income growth at 6.8% and pay increases averaging around 13% over the same period.
Decision/Noted	To note the updated Risk management Action Plans and agree current Risk Scores.

Item DC2-7	Any Other Notified Business	
Paper No:	Lead:	Action requested: Note
Decision/Noted	None	

Item DC2-8	Disclosability of Papers	
Paper No:	Lead:	Action requested: Note
Decision/Noted	No change proposed at present.	

Item DC2-9	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Wednesday 22 April 2020.	

Meeting closed at 7.10 pm

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC2-3.2	Anti-Bribery & corruption Policy: Further investigate CPI sources and guidance.	ST	Audit Comm 19 02 20
DC2-3.2	Anti-Bribery & corruption Policy: Provide mandatory online anti-bribery and corruption training to all staff.	ST	ASAP
DC2-4.3	College Company Proposal: Provide a full proposal for approval at the next meeting.	RG	22 04 20
DC2-4.5	International Projects Update: Provide more detailed reportage to include details on all expenditure.	RG	22 04 20
DC2-5.3	Innovation & Research Update: To invite D Morrison to the next meeting.	RG	22 04 20

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

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 Complete
DC1-5	Committee Programme of Work 19-20: Update Anti-Bribery and Corruption Policy.	ST/PC	29 01 20 Complete
DC1-5	Committee Programme of Work 19-20: Consider fraud and anti-bribery training, including international procurement.	ST/RG	ASAP Complete
DC1-6	Corporate Development Strategy – Outturns: Provide Industry Academy update paper.	RG	29 01 20 Complete
DC1-7	Performance against Targets (C&I): Provide proposal document for the creation of a College Company.	RG/ST	29 01 20 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