

Board of Management

Meeting of the Development Committee

MINUTE OF 3rd MEETING HELD ON WEDNESDAY 22 APRIL 2020 AT 1700 HRS (DC3) VIA MS TEAMS

Present	
George Galloway (GG (Convener)	Paul Little (PL)
Sarah Erskine (SE)	Graham Mitchell (GM)
Lorna Hamilton (LH)	
In attendance	
Paul Clark (PC) (Minute)	Carla Murray (CM)
Debbie Fellows (DF), Thorntons	Stuart Thompson (ST)
Roy Gardner (RG)	
Apologies for absence	
None	

Item DC3-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	No apologies were received. SP was not in attendance.	

Item DC3-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item 4.1 was taken at this time. PL arrived during the discussion.

Item DC3-4.1	College Company Proposal	
Paper No: Verbal	Lead: R Gardner/D Fellows	Action requested: Discuss
Discussion/ Matters Arising	<p>RG reported that, whilst establishment of a College Company has been a matter of consideration for some time, given the current worldwide pandemic and subsequent national lockdown, the impetus to form and develop a College company, has now increased. This would allow increased bidding for commercial work.</p> <p>DF advised members on the potential legal HR issues involved with the creation of a College company. RG indicated that setting up the company would involve recruitment of new staff and delivery of new commercial work. Any new contract opportunities should not replace current activity and existing staff would not be disadvantaged. A College Company Committee will be established to determine objectives, analyse potential risks and consider any mitigations required.</p>	

GG thanked DF for her attendance and input.

Decision/Noted To note the update report.

DF left the meeting.

Item DC3-3.1	Minute of the Development Committee meeting held on 29 January 2020	
Paper No: DC3-A	Lead: Convener	Action requested: Approve
Decision/Noted	That the minute be approved.	
	Matters Arising Anti-Bribery and Corruption Policy The Policy was well received by the Audit Committee with an additional recommendation on the recording and monitoring of 3 rd party involvement requested. PC and ST will further discuss the requirement for additional legal advice on this matter.	

Item DC3-4.2	Strategic Risk Review	
Paper No: DC3-B	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	PC highlighted that the current global health crisis is placing an increased emphasis and impact on Risk Management at this time. Members reviewed the following updated Risk MAPs: Risk 6 (Negative Impact upon College Reputation). In terms of the ongoing fraud investigation, no additional negative impact was anticipated as a consequence of the current crisis. The Risk Score remained at 15 (RED). RG added that a new PR company has been procured and is assisting the Brand & Communication team with public affairs communications required at this time. Risk 7 (Failure to achieve improved business development performance with stakeholders). The huge financial impact arising from the current crisis was recognised and members were advised that the business development forecast targets for 2019-20 would not now be achieved. The proposal to increase the Risk Score to 25 (RED) was agreed. Risk 16 (Failure to maximise income via diversification). As a consequence of the existing and ongoing global crisis, the College is currently projecting a significant loss at the 31 July 2020 year end. With the changed context and reduction in commercial and international income generation, it was agreed that the Risk Score be increased to 25 (RED).	
Decision/Noted	To note the updated Risk Management Action Plans and agree the proposed Risk Scores.	

Item DC3-4.3	Corporate Development Strategy	
Paper No: Verbal	Lead: R Gardner	Action requested: Discuss

Discussion/ Matters Arising	<p>RG reported that the College had engaged the services of an external company to refresh the Corporate Development Strategy. A series of workshop sessions (which included input from a range of key staff from across the College) have now been held with further detail and expansion of the existing Strategy being undertaken. He particularly advised that partnerships with companies will be further strengthened and will become more structured and embedded within Faculties. Digitisation will also play a huge role with course models being devised to allow staff to move towards remote and distance learning where possible. The Strategy will continue to be aligned to the overarching College Strategic Plan.</p> <p>GG advised on his attendance at the sessions and added his assurance on the professional input of the team, with topics raised being relevant and aligned to outcomes from the recent Board of Management Planning event.</p>
Decision/Noted	To note the update report.

Item DC3-4.4	Performance against Targets (Commercial & International)	
Paper No: DC3-C	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>RG reported on the negative impact on the projected income following the Covid-19 health crisis which has resulted in the postponement and/or cancellation of face to face commercial training programmes from the date of College closure (17 March) to the year end. This will in turn have a significant impact on the ability of the College to meet both its commercial and international student recruitment income targets.</p> <p>Currently, the forecasts indicate that the College will achieve 60% of its planned SRP commercial income, 61% of its additional commercial secured income (at March 2020) and 78% of international student recruitment income. It is likely these figures will remain unchanged to the year end.</p> <p>Where possible, the College is working to deliver programmes remotely however this is dependent on client participation and demand and, Accreditation Body approval.</p> <p>ST reminded that the College has a high proportion of non SFC income. He further informed the Committee that the reduction in commercial course income is currently estimated at £1.5m and international income at £1.2m and indicated that the majority of costs to 31 July 2020 are still being incurred. The Committee noted that the current assumption for the draft budget for 20-21 for commercial and international course income generation is to reach 50% of previously projected levels.</p> <p>RG added that the Business Development Team are in regular contact with clients in order to maintain relationships and raise awareness of new courses being offered. Additional income for programmes planned for 20-21 have recently been secured and a proposal for remote working in Saudi Arabia is currently being prepared.</p>	
Decision/Noted	To note the update report.	

Item DC3-4.5	Flexible Workforce Development Fund Update (FWDF)
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Paper No: DC3-D	Lead: R Gardiner	Action requested: Discuss
Discussion/ Matters Arising	<p>The impact of Covid-19 on planned FWDF training provision was discussed. All College clients were notified following College closure that face-to-face training would cease, with subsequent training due to run to 30 April 2020 being postponed. This has allowed for the development of online versions of courses which in turn, will allow delivery to continue from 1 May onwards. The breakdown of course delivery and postponement from March to May 2020 was noted.</p> <p>SFC have confirmed that the College can only claim for funding for training actually delivered up to 31 July 2020. Members noted that the projected income for 2019-20 has been reduced by £297k. CG advised that the Business Development Director Network is compiling a report on utilisation of the funding for regulatory training which will be submitted to the SFC. It was however acknowledged that accreditation agencies are currently reluctant to move to online assessments.</p>	
Decision/Noted	To note the report.	

Item DC3-4.6	International Projects Update	
Paper No: DC3-E	Lead: R Gardner	Action requested: Discuss
Discussion/ Matters Arising	<p>RG reported that the global travel restrictions currently imposed have impacted on the projected international income with some secured projects being postponed or cancelled. This has resulted in a drop of 57% in projected international income.</p> <p>The International Team is continuing to communicate with all Partners providing offers of support. Models of international engagement are being revised and opportunities for online delivery are being explored. It was however noted that international partner institutions are also currently closed. Feedback from partners also indicate a preference for face-to-face delivery. The College will continue to promote alternative delivery models.</p> <p>RG reported on potential partnerships which are currently being discussed including a portfolio of programmes with an educational institution in India and bespoke programmes with Batumi Navigation College in Georgia.</p> <p>The international income and expenditure report was reviewed. It was noted that staffing expenditure for delivery and/or development was not currently included due to current reporting figures. Whilst ongoing investment in growth was recognised, it was suggested that these figures should be included in future.</p>	
Decision/Noted	<ul style="list-style-type: none"> To note the update report. To provide more detailed reportage to include details on staff costs. 	

Item DC3-5.1	International Travel Costs v Benefits Update	
Paper No: DC3-F	Lead: R Gardiner	Action requested: Note
Decision/Noted	To note the update on all international travel undertaken by College staff between January - March 2020.	

Item DC3-5.2	Innovation and Research Update	
Paper No: DC3-G	Lead: R Gardner	Action requested: Note
Discussion/ Matters Arising	RG confirmed that replacement of the Associate Director Innovation and STEM is currently on hold. In the interim, all projects and activities are being managed by the Head of Innovation and STEM.	
Decision/Noted	To note the report.	

Item DC3-5.3	Industry Academy Update	
Paper No: Verbal	Lead: R Gardner	Action requested: Note
Decision/Noted	There was no update provided at the meeting.	

Item DC3-6	Any Other Notified Business	
Paper No:	Lead:	Action requested: Note
Decision/Noted	None	

Item DC3-7	Disclosability of Papers	
Paper No:	Lead:	Action requested: Note
Decision/Noted	No change proposed at present.	

Item DC3-8	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Wednesday 4 November 2020.	

Meeting closed at 6.35 pm.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
DC3-4.6	International Projects Update: Provide more detailed reportage to include details on staff costs.	RG/CM	04 11 20

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
DC2-3.2	Anti-Bribery & corruption Policy: Further investigate CPI sources and guidance.	ST	Audit Comm 19 02 20 Complete
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 Complete
DC2-5.3	Innovation & Research Update: To invite D Morrison to the next meeting.	RG	22 04 20 Closed
DC1-3	Matters Arising (from Previous Minute): Provide additional narrative within Performance against Targets paper.	RG/CM	29 01 20
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