

**West College Scotland**

**CORPORATE DEVELOPMENT COMMITTEE**

**TUESDAY 5 SEPTEMBER 2017 at 4.00 p.m. in  
The Estates Room, Room 116, Renfrew Building, Paisley Campus**

**AGENDA**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 16 May 2017  
Actions from the minutes
4. Matters arising from the minutes  
(and not otherwise on the agenda)

Enclosed	MN
Enclosed	MN

**Main Items for Discussion and/or Approval**

**Agenda Items 8, 9 & 10 are deemed to be reserved under  
the Freedom of Information Act as being commercially sensitive**

- |  |          |      |
|--|----------|------|
| 5. Committee Remit, Membership and Dates of Meetings | Paper 5  | GM   |
| 6. Performance Dashboard                             | Paper 6  | LC   |
| 7. Alumni Association                                | Paper 7  | DO'H |
| 8. Regional Employers Skills Survey                  | Paper 8  | DO'H |
| 9. Customer Relationship Management System           | Paper 9  | SR   |
| 10. Alternative Income: Update                       | Paper 10 | SR   |
| 11. Board Development Action Plan                    | Paper 11 | LC   |
| 12. Risk   | Paper 12 | LC   |

**Items for Information**

- |                          |          |    |
|--------------------------|----------|----|
| 13. Schedule of Business | Paper 13 | LC |
| 14. Any other business   |          |    |

**Next meeting:** Tuesday 12 December 2017 at 4.00 p.m., Paisley Campus

Gwen McArthur  
Secretary to the Committee

## **CORPORATE DEVELOPMENT COMMITTEE**

**MINUTES:** 16 May 2017

**Present:** Mark Newlands (in the Chair), Jim Hannigan, Jennifer Johnston and Keith McKellar.

**Attending:** Liz Connolly (Vice Principal Corporate Development), Sara Rae (Director of Business and Enterprise), George Johnson (Director of Technology and Innovation), Diarmid O'Hara (Director of Communication and Planning) and Douglas Wilson (for Secretary to the Committee).

**Apology:** Audrey Cumberland.

### **CDM112 WELCOME**

The Chair welcomed Jennifer Johnston to her first meeting back after a period of maternity leave. The Chair also noted that this would be the last meeting to be attended by George Johnson prior to his retiral. The Committee wished George all the best for the future and thanked him for his input to the work of the committee.

### **CDM113 DECLARATION OF INTERESTS**

None.

### **CDM114 MINUTES**

The minutes of the meeting held on 28 March 2017 were approved.

### **CDM115 ACTIONS FROM THE MINUTES**

The Committee noted the actions from the last meeting.

Keith McKellar referred to the Commercial Group Review of ONS and asked that, in order for him to raise the issue further with Colleges Scotland, he required some examples of the impact of ONS with respect to commercial income. It was agreed that he would be provided with a briefing note on this matter.

**[Action: LC/SR]**

### **CDM116 MATTERS ARISING FROM THE MINUTES**

#### **Dashboard/Performance Reporting (CDM103)**

The Board had agreed that this Committee should consider the development of a dashboard style of reporting of key performance indicators (kpi's). Consideration had previously been given to the format, audience, timing and accessibility of the information. To progress the development of performance reporting the Vice Principal Corporate Development advised that discussions were being held with each of the Vice Principals and the

Committee Chairs in order to identify the key data to be provided with further information to be brought back to the next meeting for consideration.

**[Action: LC]**

#### **CDM117 ETHICAL APPROACH TO BUSINESS: CORPORATE AND SOCIAL RESPONSIBILITY POLICY**

The Committee had previously discussed the college's ethical approach to business and, in particular, the college's corporate and social responsibilities (CSR). A discussion paper had been prepared to enable the committee's further consideration. The paper provided the context to the college's responsibilities including those drawn from the Code of Good Governance for Scotland's Colleges which stated that 'the Board must demonstrate high levels of CSR by ensuring the college behaves ethically and contributes to economic development while seeking to improve the quality of life of its workforce as well as of the local community and society at large'. The paper also referred to examples and different approaches across the Higher and Further Education sector.

The Committee recognised and acknowledged the many positive examples of CSR behaviours across the college and agreed that a report be prepared for a future meeting of the committee proposing a proportionate policy approach to CSR. This most likely would take the form of a short policy statement emphasising the college's commitment and approach to its CSR responsibilities. It was further agreed that this would also include a commitment that any issues with respect to ensuring an ethical approach to business would be brought to this committee for consideration.

**[Action: LC/DO'H]**

#### **CDM118 USE OF TECHNOLOGY IN TEACHING AND LEARNING**

The Committee noted a tabled paper providing an update on the use of technology in learning and teaching as supported by the Technology and Innovation Directorate. The funding available had been used to encourage several specific learning and teaching projects in technology and innovation. In particular, the Committee acknowledged the significant development of the use of e assessment with around 90% of 4500 distance learning students using e assessment compared to zero 2 years ago. The Committee recognised that, subject to the viability and benefit to learners, there was scope for further development of e assessment.

#### **CDM119 INTERNAL AUDIT REPORT: REVIEW OF OPERATIONAL PLANNING - UPDATE**

The Committee considered a report providing an update on progress made in implementing the recommendations arising from the Internal Audit report on

operational planning. The Committee noted the progress that had been made against those recommendations.

**CDM120 RISK (CDM94)**

The Committee noted the current Strategic Risk Register including the risk identified against this committee with regard to alternative income. The Committee had no further points to raise at this time.

**CDM121 PROPOSED DATES OF MEETINGS 2017/18**

A draft timetable of meetings for 2017/18 had been circulated. The dates for the year were approved with the exception of the first meeting scheduled for 10 October 2017. The committee asked that this be reviewed with a view to having the committee meeting prior to the first Board meeting scheduled for 9 October 2017. **[Action: LC/GMcA]**

**CDM122 SCHEDULE OF BUSINESS**

The Committee noted the schedule of business which set out the main items of business that would come to the Committee at each meeting during 2017. This would be updated during the year.

**CDM123 NEXT MEETING**

Date to be agreed.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

## Corporate Development Committee: Meeting of 16 May 2017

### Actions from the Minutes

<b>Date of Meeting</b>	<b>Min Ref</b>	<b>Matter for Action</b>	<b>Responsible Person</b>	<b>Action Taken</b>	<b>Timescale (where applicable)</b>
16 May 2017	CDM115	Actions from the Minutes - Commercial Group Review of Impact of ONS	S Rae	Briefing note to be provided to the Chair on impact of ONS with respect to commercial income	Completed
	CDM116	Corporate Dashboard / performance reporting	L Connolly	Development of dashboard style of key PIs to be developed in consultation with committee chairs and VPs and brought to committee for consideration.	September 2017 meeting
	CDM117	Ethical Approach to Business – corporate and social responsibility (CSR)	L Connolly	Update report to committee on proposed policy approach to CSR	Future meeting
	CDM121	Committee meeting dates	G McArthur	First meeting of new academic term to be rescheduled to be held prior to first Board meeting on 9 Oct 2017	Completed
	CDM124	Apprenticeship Levy – Workforce Development Fund	K McKellar	To circulate papers on this matter that had been presented to colleges Scotland	Completed
			S Rae	Briefing paper to be prepared for J Hannigan	Completed
			S Rae	Further update to committee	September 2017 meeting



	CDM108	Alternative Income	S Rae	Arithmetical error in appendix report on commercial income to be revised.  Updates to continue to be provided to committee	Completed  Future meeting
		<b>Actions from previous minutes</b>			
28 Mar 2017	CDM110	Private Training Providers – further analysis of information gathered to be conducted to provide a profile by sector and why employers chose private providers	L Connolly S Rae		Future meeting
13 Dec 2016	CDM91.2 81	Internal Audit Report: Review of Operational Planning – progress report to be provided to Audit Committee later in session	L Connolly		Completed
	CDM96, 85, 71	Developing an International Strategy – Committee to monitor developments	S Rae		September 2017 meeting
17 May 2016	CDM70	Stakeholder Engagement – framework and implementation plan to be developed further for future consideration	L Connolly		Future meeting (September or December 2017 meeting)
3 March 2016	CDM51	Alumni Association – further information to come to Committee	D O’Hara		Future meeting (September or December 2017)

**TITLE: CORPORATE DEVELOPMENT COMMITTEE  
REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2017/18**

**Background:**

The remit, membership and dates of meeting for session 2017/18 are attached for consideration and information as appropriate.

**Action:** The Committee is asked to consider its remit and to propose any changes/amendments that might be required.  
It is also asked to note its membership and dates of meetings in 2017/18.

**Lead:** Gwen McArthur, Secretary to the Committee

**Status:** Open

**West College Scotland**  
**Board of Management**  
**Corporate Development Committee**

**Statement of Purpose**

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Corporate Development Committee is to support the development of West College Scotland's vision, direction and objectives for corporate and sustainable development and growth, aligned with the needs of industry.

In addition to monitoring and approving activity from within the area of Corporate Development as appropriate, the Committee will be 'developmental' in nature with time spent considering new approaches and challenging and developing new ideas. The Committee will seek to include invited input from industry and sector experts to support its work.

**1. Remit**

- a) To ensure that the College builds its external reputation and is established as a preferred 'partner of choice'
- b) To ensure that the College builds appropriate strategic partnerships that support the delivery of the College's vision and business portfolio
- c) To ensure the College becomes a leader in the use of technology to enhance learning and the educational experience
- d) To ensure that the College manages and develops its strategy to maximise additional income and develop new opportunities for the College
- e) To receive regular reports on activity and income from Corporate Development
- f) To advise the College Executive and Managers on strategic issues
- g) To make recommendations to the Board on strategic issues relating to externally funded initiatives
- h) To receive reports on the risks associated with external funding and make appropriate recommendations to the Board
- i) To ensure the development and communication of the College Corporate Plan
- j) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

Any other factors as required by the Board of Management

## **2. Membership**

Membership of the Committee will comprise:

The Principal and at least two members of the Board of Management, one of whom will Chair.

Attending;

Vice Principal Corporate Development  
Corporate Development Directorate (Communications, Policy & Planning/Business & Enterprise/Technology & Innovation)

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to invite external advisors and stakeholders as appropriate to contribute to discussions.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee.

Other Board Members can attend the meetings, with the approval of the Chair of the Corporate Development Committee.

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

The Chair of the Board of Management will be an ex- officio member of the Committee

## **3. Frequency of Meetings**

Normally will meet four times per year, but at least three times per year. Additional meetings will be convened as necessary.

## **4. Quorum**

A quorum will be two members of the Board of Management.

## **5. Secretariat**

Secretary to the Board of Management.

Papers for meetings will be sent out 7 days in advance of meeting.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

## **6. Review**

The Remit will be subject to review annually

Approved by Board 5 December 2016

## **Membership 2017/18**

Mark Newlands (Chair)  
Audrey Cumberford  
Jim Hannigan  
Jenifer Johnston  
Keith McKellar (*ex officio*)

## **Attending Officers**

Liz Connolly, Vice Principal Corporate Development  
Sara Rae, Director of Business and Enterprise  
Diarmid O'Hara, Director of Communications, Policy and Planning  
Drew McGowan, Policy Officer, Marketing  
Gwen McArthur, Secretary to the Board

## **Dates of Meetings in 2017/18**

5 September 2017  
12 December 2017  
20 February 2018  
22 May 2018

All Tuesday's starting at 4.00 p.m.

**CORPORATE DEVELOPMENT COMMITTEE**

**5 SEPTEMBER 2017**

**Paper 6**

**TITLE:** Corporate Dashboard update

**Background:** This paper provides an update on progress towards identifying appropriate performance indicators for the Corporate College Dashboard

**Action:** The Committee is asked to discuss progress and consider any additional guidance for Committee Chairs

**Lead:** Liz Connolly, Vice Principal Corporate Development

**Status:** Not Restricted

## **Introduction**

Last session the Board asked the Corporate Development Committee to consider a Corporate Dashboard for College activity and to recommend appropriate indicators for inclusion on the Dashboard. At its meeting in spring of last session the Corporate Development Committee discussed options for populating the Dashboard and agreed that the Vice Principal Corporate Development would contact all Board Committee chairs and ask them to identify the most appropriate indicators to represent their area of interest. This paper provides an update on progress made.

## **Progress to Date**

Most Committees discussed the Corporate Dashboard and key performance indicators at their meetings in May and June. While some Committees were clear about which indicators they believed should be represented on the Dashboard, others wanted to consider this further with recommendations being discussed at the first meeting of the 2017/18 session. The attached table provides an indication of the types of indicators being considered by each Committee, and an indication of the likely frequency of reporting.

Once the indicators have been agreed consideration will need to be given to the appropriate target for each indicator. Although it is possible that not all targets will be annual, reporting against them will be available at the frequencies suggested.

## **Consideration by Committee**

The Corporate Development Committee is asked to review the indicators already identifies and to consider the overall balance of indicators and any additional guidance to be provided to Committee Chairs.

Committee	Possible Indicators	Frequency
Corporate Development	Progress on alternative Income - % of Target	Quarterly
Audit	Indication of status of External Audit opinion on annual accounts and report Completion of internal and external audit recommendations (RAAP) recommendations fully or partially implemented	Annually Quarterly
Finance & General Purpose	Overall financial performance of the College: budget compared to forecast Level of cash held and forecasted Cost control actions taken and results Expenditure profile for staff and non-staff expenditure : budget compared to forecast	Quarterly Quarterly Quarterly Quarterly
Estates	Age of College estate - actual compared to profile in Estate Strategy Physical condition of estate – any major movements in the condition of the estate Functional suitability of estate – any major movements in the functional suitability of the estate Space utilisation by campus – compared to previous studies Utility (electricity/gas) Consumption Carbon dioxide emissions	Annually Annually Annually Bi annually Bi annually Annually
Learning Teaching & Quality	Student Retention % Student Outcomes % Student Applications Student enrolments Student satisfaction Credit Achievement %	Bi annually Annually Bi annually Bi annually Annually Quarterly
HR &OD	Sickness Absence Staff Turnover	Quarterly Quarterly



**CORPORATE DEVELOPMENT COMMITTEE**

**5 SEPTEMBER 2017**

**Paper 7**

**TITLE:** **Alumni Association update**

**Background:** This paper provides an update to activity in respect of a West College Scotland Alumni Association.

The College is exploring the feasibility of establishing and sustaining an Alumni Association, open to former students of the College and its legacy colleges, with a view to enhancing the student experience and to promote the interests and educational aims of West College Scotland.

The Committee has previously noted a discussion paper on this matter.

**Action:** The Committee is asked to note this information

**Lead:** Diarmid O'Hara, Director Communications, Policy & Planning

**Status:** Not Restricted

## West College Scotland Alumni Association update

### External consultant

VP Corporate Development, Liz Connolly, and Director Communications, Policy & Planning, Diarmid O'Hara, met Karen Cairney of KWC Consultants Ltd to discuss approaches to the establishment of a WCS Alumni Association. Karen is a former Head of Communications and Fundraising at Heriot-Watt University.

She highlighted the importance of ensuring that an Alumni Association aligned with the College's wider strategic objectives, principally the enhancement of the student experience through greater opportunities for real-life work experience and mentoring.

She cautioned about the challenges inherent in complying with the new General Data Protection Regulations (GDPR), which are soon to come into force; and advised it was important for the College to agree upon an engagement / delivery model before considering any fundraising activity.

Karen will be in touch again in the autumn.

### Short Life Working Group

A Short Life Working Group (SLWG) chaired by the Director Communications, Policy and Planning and including the Director and Head of Student Services, the Students' Association President, as well as representatives from Business & Enterprise, DYW (West) and teaching staff met on 27 August 2017.

The SLWG agreed:

- an Alumni Association to enhance the student experience matched WCS's strategy well
- external resource would be required and this should be costed;
- the principal appeal to alumni should be around opportunities to "give something back";
- fundraising should not be a priority.

While taking cognisance of data protection issues, the SLWG identified three target groups:

- 2017 graduates
- 2017 leavers who do not graduate
- former students of WCS and its legacy colleges.

The Group acknowledged that many departments already have extensive contacts with former students for the purpose of work experience, placements, mentoring and visits, and efforts should be made to include these in an alumni database.

The SLWG will now give consideration to delivery by outside companies, assess associated cost and report to the committee in due course.

**CORPORATE DEVELOPMENT COMMITTEE**

**5 SEPTEMBER 2017**

**Paper 11**

**TITLE:** **Board Development Action Plan – Corporate Development Committee Actions**

**Background:** The Board Development Action Plan, copy attached, delegated a number of actions to the Corporate Development Committee. An update on each of these actions will be provided under the following Agenda items:

Action 1 Corporate Dashboard	Agenda item 6
Action 8 Increase alternative income flows	Agenda item 10
Action 9 Building strong links with Alumni	Agenda item 7

**Action:** The Committee is asked to note this information

**Lead:** Liz Connolly, Vice Principal Corporate

**Status:** Not Restricted

Board Development Action Plan – March 2017

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at March 2017	Who and When	Further actions identified
1	Inspirational and Innovative – Culture of continuous self-evaluation	KPI presentation using Dashboard approach for the Board	Finalise a KPI Dashboard for the Board which ensures that all areas of strategic importance to the College are being effectively monitored & strategic outcome delivered.	A	A dashboard proposal was reviewed by the Board at its meeting in June 2016. Recommendation for changes will be incorporated, and be ready for use in next financial year.	Corporate Development Committee - June 17	Development work will continue
2	Committed to our Region	Improve and widen access to Board membership	The College should develop a program (using existing community and community engagement platforms) to reduce any perceived barriers to board membership from communities that are not currently represented.	A	Establish Sub-Group to develop initial proposals for consideration by end June 2017	Limited Time Project Team- June 17	Develop implementation plan
3	Effective Governance	Audit Committee terms of reference	The terms of reference for the Audit Committee should be revised to include a provision that the Committee can sit privately without any non-members present for all or part of a meeting if appropriate.	A	The Board approved this amendment to the Audit Committee's terms of reference.	Complete – Board approved Mar 17	
4	Effective Governance	Clear and succinct committee papers	Continue improving quality of committee papers to ensure clear purpose and focus.	B	Standard style adopted by all committees which provides context, summarises the issue and highlights actions required. All papers stored and available on a central system which all board members can access.	Chair and Secretary to the Board – update Board Oct 17	Continuous development process with more work required on board paper access; impact assessments; briefings between board meetings; balance between strategic and operational content.

Board Development Action Plan – March 2017

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at March 2017	Who and When	Further actions identified
5	Developing our Reputation	Visibility of board members to the wider community	Improve visibility of Board and committees to staff and students so that their role is better understood, and the Board members have a clear appreciation of student and staff views.	B	Board members attend college functions; Student President has a standing item on Board agenda to provide student feedback; two member of staff are board members.	Board to review progress – Oct 17	Further consideration be given to the introduction of an annual calendar of events to show the extent of Board engagement
6	Effective Governance	Effective monitoring of Sector issues	How Board monitors and keeps abreast of challenges facing the College and the sector	B	Chair and Chief Executive provide update to every Board meeting. Vice Principals report to every Committee meeting	Chair and Chief Executive	Invite external input to Board meetings as appropriate
7	Working in Partnership	Building strong relationships with stakeholders	Develop the Board's role in supporting the engagement with stakeholders.	B		Chair and Chief Executive	
8	Securing our Future	Increase of alternative income flows.	Explore opportunities for growth of alternative income.	B	Progressed by relevant committees – mainly CDC	Corporate Development Committee - June 17	
9	Working in Partnership	Building strong ties with Alumni	How does the Board provide leadership to make the most of the College's heritage, and alumni to further develop strategic partnerships with the community and business.	C	The establishment of a College alumni program is being investigated. This will be the key vehicle to strengthen the perceived value of the College to the communities and businesses its serves.	Corporate Development Committee – Oct 17	Board to be updated on progress in Oct 17

Board Development Action Plan – March 2017

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at March 2017	Who and When	Further actions identified	
10	Effective Governance	Each Board member continues to develop skills required for the effective governance of the college.	Ensure Board members are made aware of relevant sector development and CPD opportunities. Board 'Strategic Theme' sessions to be built into the annual calendar and/or Board meetings. External input where relevant.	C	Chair when reviewing Board agenda will arrange in-house events when the need arises for the Board to develop a background knowledge of a major issue that impacts the college. All Board members are encouraged to attend relevant development sessions and educational conferences.	Chair- to review prior to each Board meeting agenda development.		
11	Effective Governance	Effective cross committee communication	Improve cross communication between committees and Board, to ensure balance between issues going to Board and committees is right and maintains collective responsibility of Board	B	All Committees report to the Board at the earliest opportunity following their meetings. Committee Chairs continue to present their committee reports to the Board, thus ensuring their involvement in the flow of business between the Board and the committees.	<b>COMPLETE</b>		
12	Effective Governance	Improve the Boards ability to monitor implementation of the College's Corporate plan	Improve clarity of key objectives of Corporate Plan and KPI's	A	Superseded by 1 above		<b>COMPLETE</b>	
13	Committed to our Region	Effective communication of College strategy and objectives to the community.	Develop key ambassadorial messages for use by Board members	B	Key messages/information is contained in Annual Report.		<b>COMPLETE</b>	

Board Development Action Plan – March 2017

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at March 2017	Who and When	Further actions identified
14	Supporting Success	Ensuring that Board are fully engaged in OD/HR areas.	Ensure there is a balance of visibility, reporting and discussion at the main Board across all areas of Operations. HR/OD focus is a priority.	A	People Strategy now in place and regular performance reports on its implementation is provided by ODHR Committee. The Board considers all relevant annual reports.	COMPLETE	
15	Supporting Success - High Quality Teaching	Board alignment to student needs.	Ensuring the Board spends sufficient time on students and issues affecting learning & teaching.	A	Learning, Teaching & Quality Committee and Students Association report regularly to the Board. LTQ regularly reviews the Regional Outcome Agreement and measures performance against the KPI's it contains.	COMPLETE	
16	Effective Governance	Effective risk management	Ensure that the Board's current approach to risk will ensure that the necessary actions are in place to mitigate the major risks being faced by the College.	A	Risk is a standing item on all Board and Committee agendas and is considered at every meeting. The risk register is updated in light of the information emerging.	COMPLETE	
17	Working in Partnership	Strong working relationship with SFC and Colleges Scotland	Regular SFC and/or Colleges Scotland briefings to Board on new funding arrangements & other key sector developments	B	The Board is of the view that it does receive regular briefs via the Chair and the Principal on all key sector developments	COMPLETE	
18	Effective Governance	Effective and competent Board	Develop Board evaluation process to keep performance under review and support continuous improvement	B	Annual reviews in place including an independent review of the Board's compliance with published codes of practice.	COMPLETE	

Board Development Action Plan – March 2017

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at March 2017	Who and When	Further actions identified
19	Effective Governance	Building Board resilience	Take steps to build Board’s resilience in the way we work so we are ready for any future challenges	C	Covered in item 10	<b>COMPLETE</b>	
20	Effective Governance	Effective health and safety processes	Ensuring that the College has a comprehensive Health, Safety & Wellbeing Development plan.	A	Health & Safety action plan now in place and subject to regular review and reporting through OD&HR Committee to the Board. Similarly with Staff Wellbeing.	<b>COMPLETE</b>	
21	Effective Use of Resources	Effective use of IT	Ensure the full use of IT to support the efficient operation of the Board and Committees	C	Covered at 4 above	<b>COMPLETE</b>	
22	Effective Governance	Ensure that Board is visible to staff and students.	Ensure that Board meetings are held at all campuses, and maximise the opportunities for the Board to visit specific departments.	C	Board continues to hold meetings at each campus throughout the year. Committees also visit specific areas of the college to fully research an issue - e.g. estates committees has toured all the facilities.	<b>COMPLETE</b>	Continuous improvement process (see 4 above)

**Key:**

- A – high priority
- B - medium priority
- C – low priority



**TITLE: RISK**

**Background:** The strategic risk register was updated and considered by the Board at its last meeting on 21 June 2017.

The revised risk register is attached and the Committee is asked to consider the risks identified and the mitigating actions being taken and if there are any further additions or amendments to be made to it.

**Action:** The Committee is asked to review the current strategic risk register in light of the matters discussed at the meeting and to propose any amendments and/or additions to be made to this register.

**Lead:** Liz Connolly, Vice Principal Corporate Development

**Status:** Open

## WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2016/17

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	1,2,3,11	Impact of SFC funding changes including credit, European, ELS, student support and estates maintenance funding.	5	4	20	1) Financial scenario planning undertaken along with development of 5 year financial plan 2) Robust budgetary / forecasting including production of monthly management accounts 3) Board and Committee oversight and review of remits 4) Estates Strategy including objective to improve / rationalise the College estate 5) Alternative income group reporting to Commercial Development Committee 6) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing needs 7) Significant work undertaken to embed Workforce Planning into College operations / planning. Positive internal audit report highlighting solid base position. 7) On going discussions and modelling with SFC 8) Active involvement in external review groups - Credit review, Access and Inclusion, Student Funding	4	4	16	VP Operations / VP Educational Leadership
2	1,2,3,11	Failure to secure estates capital funding for future investment or refurbishment	5	4	20	1) Approved Estate Strategy which has been subject to positive review by internal audit. 2) Continued full engagement with SFC which has resulted in an additional £0.9m of estate funding being secured for 2016/17 3) Participation in SFC/sector Capital Working Group 4) Submission of Outline Business Case for Greenock campus to SFC; awaiting review. 5) Development of draft Outline Business Case for the future development of the Paisley campus.	4	4	16	VP Operations
3	1,2,3,11	Business case for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) Approved Estate Strategy (ES) highlights required estate investment for consideration by SFC and Scottish Government. ES submitted to SFC for consideration. 3) Option Appraisal and Outline Business Case considering future options for College estate in Greenock submitted to the SFC. 4) SFC agreement that Outline Business Case can now be undertaken for College estate in Paisley. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions re SFC estates maintenance allocation methodology and capital allocations.	4	4	16	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
4	3, 11	Impact and outcomes of National Pay Bargaining for both teaching and support staff	6	3	18	<ul style="list-style-type: none"> <li>1) WCS representation and involvement in national college Employers Association; sector Workforce for the Future working group, which is considering the future teaching and support staff roles required by colleges; and national joint negotiating committee (NJNC).</li> <li>2) Financial impact assessment / planning scenarios.</li> <li>3) Planning for impact of industrial action, with business continuity plans in place.</li> <li>4) Local trade union negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations.</li> <li>5) Robust college sector and WCS communication plan.</li> <li>6) Local workforce planning arrangements subject to positive internal audit review (May 2017)</li> </ul>	6	2	12	Principal
5	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement objectives	5	3	15	<ul style="list-style-type: none"> <li>1) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees.</li> <li>2) Ongoing monitoring against agreed outcomes.</li> <li>3) Detailed Curriculum Development Planning and review process.</li> <li>4) Continued positive engagement with SFC to resolve issues identified.</li> <li>5) Involvement with SFC advisory group on 'One Plus'</li> <li>6) Blended approach to delivery of teaching and learning including distance and online learning</li> <li>7) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered</li> </ul>	4	3	12	VP Educational Leadership
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	<ul style="list-style-type: none"> <li>1) Business Continuity Plans in place</li> <li>2) Scenario planning for specific threats including bomb threats</li> <li>3) On going communications to staff of procedures to be followed in the event of an incident</li> <li>4) Effective security procedures</li> <li>5) Adequate insurance cover.</li> <li>6) Embedding of risk assessments</li> <li>7) Planned preventative measures in place, including alarms.</li> </ul>	3	3	9	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
7	2, 9, 11	Unable to develop and commence the implementation of an Estates Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	<ul style="list-style-type: none"> <li>1) Estate Strategy 2016-2026 presented to Board of Management for approval and submission to SFC on 3 October 2016.</li> <li>2) Plans to improve infrastructure and equipment are in place.</li> <li>3) Minimise possibility of unplanned closures through regular maintenance of physical assets.</li> <li>4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities.</li> <li>5) Conditions survey work undertaken to assist with identification of areas of investment .</li> <li>6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to developed the College Estate Strategy 2016-26.</li> </ul>	3	3	9	VP Operations
8	3, 4, 11	Inability to maintain good staff relations	4	3	12	<ul style="list-style-type: none"> <li>1) Effective HR / System procedures to minimise exposure. Internal audit report on Workforce Planning indicated sound building blocks.</li> <li>2) Clear communications on progress with action points reviewed.</li> <li>3) Developed procedures for staff engagement / negotiations</li> <li>4) Staff feedback sessions "Ask Audrey" / surveys</li> <li>5) Local trade union negotiation committees in place for teaching and support staff and meet on an ongoing basis</li> </ul>	3	3	9	Principal
9	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	<ul style="list-style-type: none"> <li>1) Detailed teaching resource planning through use of curriculum mapping tool (CMAP)</li> <li>2) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities</li> <li>3) Itrent HR and Payroll software developed to provide staff data and reports</li> <li>4) Professional Development Policies are aligned to strategic priorities</li> <li>5) Roll out of CPD review process now underway and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff</li> <li>6) Internal audit to review workforce planning as part of 2016/17 audit plan</li> </ul>	3	3	9	VP Educational Leadership VP Operations
10	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan resulting in negative publicity for College.	3	3	9	<ul style="list-style-type: none"> <li>1) Approval of CMP and Board endorsement</li> <li>2) Specific resource - staff and funding - allocated to allow CMP to be implemented</li> <li>3) Launch of CMP across the College along with events to publicise CMP commitments</li> <li>4) Creation of Sustainability Group involving staff and students representatives</li> <li>5) CMP Plan and targets will be kept under review and revised should further funding become available</li> <li>6) Funding allocated to allow CMP to be embedded and implemented</li> </ul>	2	3	6	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes	4	3	12	<ul style="list-style-type: none"> <li>1) IT Strategy, Policies / Procedures in place and operational</li> <li>2) Staff and student feedback and evaluation procedures in place and operable.</li> <li>3) Staff and Student systems access management processes in place and operable.</li> <li>4) IT Contingency Plan in place with regular review.</li> <li>5) Embedded IT incident review process.</li> </ul>	3	2	6	VP Operations
12	5, 6, 8, 11	Inability to specify, deliver and implement effectively an approach to generation of alternative income	3	3	9	<ul style="list-style-type: none"> <li>1) Development of strong partnerships with local employers and stakeholders</li> <li>2) Development of operation plans</li> <li>3) Adaption of course portfolio to meet student / employer needs</li> <li>4) Financial strategy and financial planning</li> <li>5) Review of resources required within Curriculum Development Planning procedure</li> <li>6) Annual financial target is agreed and closely monitored by the Corporate Development Committee</li> </ul>	3	2	6	VP Corporate Development
13	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	<ul style="list-style-type: none"> <li>1) Detailed resource planning involving all relevant parties at an early stage</li> <li>2) Level of investment at a stage where no material impact on activities</li> <li>3) Knowledge base within current staff to be able to identify issues</li> </ul>	3	2	6	VP Operations
14	1, 3, 5, 8	Investment plans do not reflect future requirements. Sector and/or market expectations do not materialise or are markedly different resulting in changes to future delivery plans.	3	3	9	<ul style="list-style-type: none"> <li>1) Developed environmental scanning process in place</li> <li>2) Operational planning process in place linked to resource requests</li> <li>3) Detailed resource allocation process and ability to address ad hoc requests</li> </ul>	2	3	6	VP Educational Leadership VP Operations
15	9, 10, 11	Failure to analyse and respond effectively to changes such as ONS implications, net depreciation / resource impact, year end and insurance	3	2	6	<ul style="list-style-type: none"> <li>1) Participation in a number of sector working groups</li> <li>2) Established team and knowledge base to allow impact of changes to be assessed</li> <li>3) Developed budget / forecasting models</li> <li>4) Further areas of review expected - including use of bank accounts, commercial insurance, financial year end, allocation of cash arising from net depreciation - WCS represented on sector Financial Directors group in order to provide input to these key areas of consideration.</li> </ul>	1	2	2	VP Operations

# STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

### Risks - Probability x Impact Score Grid

<b>Almost Certain 6</b>	6	12	18	24
<b>Very Likely 5</b>	5	10	15	20
<b>Likely 4</b>	4	8	12	16
<b>Possible 3</b>	3	6	9	12
<b>Very Unlikely 2</b>	2	4	6	8
<b>Remote Chance 1</b>	1	2	3	4
	<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>

**TITLE: SCHEDULE OF BUSINESS FOR COMMITTEE**

**Background:** The schedule of business for the Committee is attached for information. This sets out the main agenda items that will be considered at each meeting.

It should be noted that this schedule is subject to change as other matters may arise throughout the year that the Committee will need to consider. Also, some matters depend on being able to gather together all the information in a timely manner so that they can be considered at particular meetings. If the relevant information is not available then the timescale for certain matters may change. The Committee will be notified of this at the earliest opportunity.

**Action:** The Committee is invited to note its schedule of business.

**Lead:** Liz Connolly, Vice Principal Corporate Development

**Status:** Open



## CDC : Schedule of business

### February

- Private Training Providers/Competitive analysis - Presentation
- Summary operating plan – as agreed at a previous Board meeting
- Dashboard/ Performance Reporting
- Digest of Policy Inputs/activities
- Alternative Income (at each Committee meeting)

### May

- Ethical; Approach to Business/ Corporate Social Responsibility policy
- Further development of CAP website – Blog/My Ideas
- Apprenticeship Levy/ Workforce Development Fund
- Use of technology in Learning and Teaching
- Alternative Income (at each Committee meeting)

### September

- Alumni Association
- CRM system
- Dashboard
- Alternative Income (at each Committee meeting)

### December

- International strategy
- Economic Data Update
- Stakeholder and employer engagement (or maybe October)
- Alternative Income (at each Committee meeting)