

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 5 September 2017

Present: Mark Newlands (in the Chair), Jim Hannigan, Jennifer Johnston.

Attending: Liz Connolly (Vice Principal Corporate Development), Sara Rae (Director of Business and Enterprise), Drew McGowan (Policy Officer), Gwen McArthur (Secretary to the Board).

Apology: Keith McKellar, Audrey Cumberford, Diarmid O'Hara.

CDM126 WELCOME

The Chair welcomed the members and attending officers to the first meeting of the new session. In particular, he welcomed Drew McGowan to his first meeting.

CDM127 DECLARATION OF INTERESTS

None.

CDM128 MINUTES

The minutes of the meeting held on 16 May 2017 were approved.

CDM129 ACTIONS FROM THE MINUTES

The Committee noted the actions from the last meeting.

CDM130 REMIT, MEMBERSHIP AND DATES OF MEETINGS

The Committee considered its remit and noted its membership and dates of meetings for 2017/18. In considering its remit the Committee was of the view that, under the Membership section, an amendment could be proposed so that any Board member could attend the Committee meetings with the approval of the Committee Chair, rather than restrict it to the Chairs of other committees. The Committee, therefore

RECOMMENDS to the Board that the wording of the Committee Membership be amended so that it now reads

'Other Board members can attend the meetings, with the approval of the Chair of the Corporate Development Committee' – as detailed in the Annex to the minutes. **[Action: GMcA]**

CDM131 CORPORATE COLLEGE DASHBOARD/PERFORMANCE REPORTING (CDM116)

The Board had agreed that this Committee should consider the development of a dashboard style of reporting of key performance indicators (kpi's), this action having been built into the Board Development Action Plan. In order to

progress this matter the Vice Principal Corporate Development had held discussions with each of the Vice Principals/Directors and the Committee Chairs in order to identify the key data which the Committees considered should be included. While these discussions had identified matters that the Committees wished to consider and monitor, not all of them could be considered as kpi's for the Corporate College Dashboard as they represented a mix of strategic and operational matters, and not all could have targets attached to them.

It was known that other Colleges, and also Universities, had produced dashboard reporting systems. It was also known that software had been developed by various suppliers that would assist the College in this matter. However, some further consideration needed to be given to which kpi's should be included in the Corporate Dashboard. It was also noted that the Executive were considering refreshing the Corporate Plan for the College, and this could have an influence on the College kpi's. It was **agreed** that the Vice Principal Corporate Development provide a report to the next meeting proposing the kpi's that should be used taking account of the information from the committees, the kpi's that had been used previously and information on what other colleges used. When the Corporate Plan was reviewed then the kpi's could be revisited again at that stage. **[Action: LC]**

CDM132 ALUMNI ASSOCIATION: UPDATE (CDM51)

The Committee had previously discussed the establishment of a WCS Alumni Association. Since then a number of discussions had taken place to explore the feasibility and sustainability of establishing an Alumni Association, which would be open to former students of the College and its legacy colleges. Advice had been sought from an external consultant who had indicated that this should be used to enhance the student experience and to promote the interests and educational aims of the College. While fund raising would be part of it, it would be used primarily to keep alumni interested and involved in the work of the College in order to build up a community and to provide opportunities for alumni to 'give something back' to the College. A Short Life Working Group had been established to discuss how best to progress this matter and some priority targets had been agreed. A phased approach would likely be taken so that the College could start in one, or a few areas, and build on this. Some additional resource might be required to support this activity.

The Committee welcomed this information and was clear that the costs and benefits needed to balance out. It was **agreed** that a further progress report be made to the next meeting. **[Action: LC; DO'H]**

CDM133 BOARD DEVELOPMENT ACTION PLAN (BM355.2)

The Board had approved the Board Development Action Plan at its meeting in March 2017, which had contained some specific actions for this Committee to

progress. These actions were: developing the kpi performance dashboard; increasing alternative income flows; and building strong links with alumni. The Committee had discussed each of these matters at this meeting and was satisfied that action was being taken. This would be reported to the Board at its next meeting in October. **[Action: MN]**

CDM134 RISK (CDM120)

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.

CDM135 SCHEDULE OF BUSINESS (CDM122)

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.

CDM136 NEXT MEETING

Tuesday 12 December 2017 at 4.00 p.m. at the Paisley Campus.

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ANNEX 1

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