

West College Scotland

CORPORATE DEVELOPMENT COMMITTEE

**TUESDAY 12 DECEMBER 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 5 September 2017 Enclosed MN
 Actions from the minutes Enclosed MN
4. Matters arising from the minutes
 (and not otherwise on the agenda)

Main Items for Discussion

Agenda Items 9 is deemed to be reserved under the Freedom of Information Act as being commercially sensitive.

5. Economic Data Update Oral report AD
6. Alumni Association Paper 6 DO'H
7. Corporate Dashboard Paper 7 LC
8. Regional Employers Skills Survey Paper 8 DO'H
9. Alternative Income Update Paper 9 SR
10. Agenda Items for 2018 Paper 10 LC

Items for Information

11. Any other business

Next meeting: Tuesday 20 February 2018 at 4.00 p.m., Paisley Campus

Drew McGowan
Secretary to the Committee

Corporate Development Committee: Meeting of 5 September 2017

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
5 Sept 2017	CDM130	Remit - Amendments to Committee remit to be proposed to Board for approval	G McArthur	Proposals considered and approved by Board at meeting on 9 October 2017	Complete
	CDM131 116	Corporate College Dashboard Performance Reporting – report to be provided proposing kpi's to be used	L Connolly		December 2017
	CDM132 51	Alumni Association – progress report to be made to next meeting	L Connolly D O'Hara		December 2017
	CDM133	Board Development Action Plan – Chair to provide a report on progress with matters that fell within Committee remit to next Board meeting	M Newlands	Chair reported on progress to Board meeting on 9 October 2017	Complete
	CDM137	Regional Employers Skills Survey – report on progress with finalisation of the survey prior to issue to be made to next meeting	S Rae D O'Hara		December 2017
	CDM138	Customer Relationship Management System – Committee to be kept informed of progress	S Rae		Future meeting
	CDM139	Alternative Income i. Review of Year 2016/17 – further analysis to be provided to Chair to inform his report to the Board; ii. Proposed Income Target for 2017/18 – target set for 2017/18 to be monitored at each meeting	L Connolly S Rae	i. Further information provided to Chair prior to Board meeting; ii. Committee to monitor progress at each meeting	i. Complete ii. Each meeting
		Actions from previous minutes			
16 May 2017	CDM117	Ethical Approach to Business – corporate and social responsibility (CSR)	L Connolly	Update report to committee on proposed policy approach to CSR	Future meeting

	CDM124	Apprenticeship Levy - Workforce Development Fund	S Rae	Further update to committee - provided to September meeting	Complete
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
	CDM96, 85, 71	Developing an International Strategy - Committee to monitor developments	S Rae	Report to come to December meeting	December 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)

GMcA/26.10.17

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.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]

[REDACTED]

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

CORPORATE DEVELOPMENT COMMITTEE

12 DECEMBER 2017

Paper 6

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

Short Life Working Group (SLWG): A Short Life Working Group, comprising teaching staff, support staff, as well as the DYW (West) team was established earlier in the autumn to examine the feasibility of a West College Scotland Alumni Association.

The accepted view is that the College lacks the internal resource to set up and sustain such an association and that should it chose to establish one, external assistance will have to be sought.

The SLWG takes the view that, in principle, an Alumni Association is worthwhile and should be pursued further, on the grounds that it will enhance the experience of current students and will assist with employer engagement. There is also the possibility that new income streams could be accessed.

Contact has been made with three organisations which provide alumni services to schools, colleges and universities.

Graduway: Of the three, Graduway is the most active in Scotland and counts among its clients, UWS, Glasgow Caledonian, Abertay, and Heriot-Watt Universities, institutions which might be said have a similar demographic to the College's.

Graduway is a cloud-based networking platform which allows institutions to register using their Facebook and LinkedIn accounts. It is designed to allow alumni to connect with former classmates. It also provides ways to allow the College to confirm with alumni whether they are interested in joining mentoring programmes and want to assist current students.

The company offers a range of services, [REDACTED] pa and estimates the requirement of 2-3 hours of College resource per week, following a 6-week launch plan.

Future First: Future First is an educational charity whose stated purpose is improve social mobility, partly be giving every state school and college access to an alumni association. They are very focused on alumni enhancing the student experience through mentoring, guest lecturing etc, and not at all on fundraising.

Future First claims to work with 10% of schools and colleges across England but appears to have very little or no exposure to the Scottish market.

[REDACTED]
[REDACTED]
[REDACTED]

This model probably requires the biggest resource commitment from the College.

Think Alumni: Think Alumni appears to be strong in the college sector in England and offers a range of services from [REDACTED]
[REDACTED]

While encouraging the alumni connections for mentoring and other purposes, it argues that selling back products (re-enrolments) to former students more than covers the cost of running an alumni association.

The SLWG is due to have fuller discussions with Think Alumni on 7 December.

Next Steps: A discussion paper should be prepared for SMT in the New Year. Further scoping will be required, along with a clear understanding of demands on College resources and where responsibilities might lie overall but specifically in areas concerning data collection, communications, business sales and, possibly, events. Thereafter a judgment should be made on whether the benefits outweigh the overall cost to the College.

Should the College decide to proceed, the SLWG anticipates a short tendering process to ensure value for money and to compare products against our own requirements.

CORPORATE DEVELOPMENT COMMITTEE

12 DECEMBER 2017

Paper 7

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 the proposed indicators and approve for submission to the Board

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.

At its last meeting the Committee discussed the indicators being considered by each Committee. The Committee asked the Vice Principal Corporate Development to build on this material, taking note of the approach used in other Colleges and to bring a revised set of potential KPIs to the next meeting of the Committee.

Potential KPI's

Attached as table1 is a list of potential KPIs for West College Scotland. As recommended by the Committee this draws on the suggestions made by each of the Board sub-Committees, and practice from other Colleges.

As previously discussed individual sub Committees will continue to monitor a wider range of indicators that are relevant to their specific work. This basket of indicators is intended to represent a Corporate approach with the identification of a smaller number of indicators that collectively represent the breadth of College activity.

Consideration by Committee

The Corporate Development Committee is asked to discuss the proposed indicators and approve for submission to the Board.

Table 1: West College Scotland Draft KPIs

Link To Corporate Strategy		Performance Indicator	College Target by 17/18	Actual 2015/16	Actual 2016/17	Comment	Data Source	Responsible	College Committee	Frequency
Priorities 1,2,3,5	KPI	Delivering Exceptional Learning								
	1	Proportion of college completers in work, training or further study 3-6 months after qualifying				SFC survey	SFC	VP Educational Leadership	LT&Q	Annually
	2	Student Attainment %								
	a	Full Time FE	67%	64%	68%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	b	Part Time FE	69%	52%	68%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	c	Full Time HE	69%	65%	70%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	d	Part Time HE	77%	78%	76%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	3	Early Student withdrawal %								
	a	HE full time							LT&Q	Annually
	b	FE full time							LT&Q	Annually
Priorities 4,6,7,8		Working in Partnership								
	4	Overall % Student satisfaction		91%	95%	Student survey	Quality	VP Educational Leadership	LT&Q	Annually
	5	Staff Turnover %		9%	10%		HR&OD	Director HR & OD	HR&OD	Quarterly
Priority 10		Contributing to the Growth of our Region								
	6	% Credit Target achieved	100%	100%	100%			VP Educational Leadership	LT&Q	Quarterly
	7	% Credits from SIMD10	28%	27%	27%				LT&Q	Quarterly
	8	Number of students articulating to HE institutions							LT&Q	Annually
	9	Direct Contracted Modern Apprenticeships delivered		838	886			VP Corporate Development	CDC	Quarterly
Priority 11		Delivering a sustainable College through Good Governance and Leadership								
	10	Alternative Income Generated	████		████		B&E	VP Corporate Development	CDC	Quarterly
	11	Overall financial performance of the College						VP Operations	F&GP	Quarterly
	12	% staff sickness absence		4.6%	5.2			Director HR &OD	HR&OD	Quarterly
	13	Carbon footprint : carbon dioxide emissions				Target for 2020		VP Operations	Estates	Annually

CORPORATE DEVELOPMENT COMMITTEE

12 DECEMBER 2017

Paper 10

TITLE: POTENTIAL COMMITTEE ITEMS 2018

Background: Following discussion with the Chair of the Committee this paper provides details of potential items for discussion at the Corporate Development Committee throughout 2018

Action: The Committee is asked to discuss and agree the Agenda items for 2018

Lead: Liz Connolly, Vice Principal Corporate Development

Status: Not Restricted

Potential Corporate Development Committee Agenda items 2018

February

- Competitor Analysis
- Foundation Apprenticeships
- Alternative Income

May

- CRM System
- Skills survey report
- International Strategy
- Awards – our Approach
- Alternative Income

October

- Digital Strategy
- Innovative Learning
- Alternative Income

December

- Alumni Association – 1year in
- Economic Data update
- Our WCS Brand
- Alternative Income