



## **CORPORATE DEVELOPMENT COMMITTEE**

**MINUTES:** 26 February 2018

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

**Attending:** Liz Connolly (Vice Principal Corporate Development), Diarmid O'Hara (Director of Communications, Policy and Planning), Sara Rae (Director of Business and Enterprise), Paul Fagan (Head of Enterprise and Employability – for item CDM160) and Gwen McArthur (Secretary to the Committee).

**Apologies:** Keith McKellar, Audrey Cumberland.

### **CDM151 WELCOME**

The Chair welcomed the members and attending officers, and particularly Paul Fagan (Head of Enterprise and Employability), to the meeting.

### **CDM152 DECLARATION OF INTERESTS**

No declarations of interests made.

### **CDM153 MINUTES**

The minutes of the meeting held on 12 December 2017 were approved.

### **CDM154 ACTIONS FROM THE MINUTES**

The Committee noted the actions from the last meeting, and particularly the following:

- .1 Corporate Dashboard (CDM146)** – the draft key performance indicators (KPI's), as agreed at the last meeting, had been considered by the Board of Management at its meeting on 5 February 2018. The Board agreed that it would use these KPI's which would be monitored and could be further developed and refined over time. Also the Board was holding a corporate planning session on 23 April and if anything further emerged from this then the KPI's could be revisited and refined as appropriate. The Committee welcomed this information.
- .2 Alumni Association (CDM145)** – it was noted that the Senior Management Team (SMT) had recently discussed the possibility of establishing an alumni association and the options available to the College. However, this was one of a number of competing demands which would require resources. SMT, in deciding its priorities, was of the view that this could wait just now and would be reviewed again in the future. The Committee would be informed of developments.

**CDM155 RISK**

The SMT had recently reviewed the Strategic Risk Register and had proposed some changes to be made to it. The Committee considered these proposed changes in detail. In discussion the Committee was of the view that risk should remain towards the end of the agenda for the Committees, so that they considered the business first and then considered risk and what changes, if any, were required to the risk register. However, the Board might wish to consider the position of risk and whether it should be higher up its own agenda. The Committee **agreed** that it supported the changes proposed by SMT and would ask the Board if it wished to consider the position of risk on its agenda.

**[Action: MN]**

**CDM156 SCHEDULE OF BUSINESS**

The Committee **agreed** that the Vice Principal Corporate Development would review the matters arising schedule to ensure that all matters were included in the future schedule of business. This would be brought to the next meeting.

**[Action: LC]**

**CDM157 WEST OF SCOTLAND SKILLS SURVEY (CDM147)**

It was noted that the West of Scotland Skills Survey had been issued. There had been over 100 responses to date and further action would be taken to encourage more employers to respond. The deadline for responses was 9 March, but this could be extended as necessary in order to ensure a good response. It was the intention that the Committee would receive the final report of the West of Scotland Skills Survey at its next meeting in May.

**[Action: DOH]**

**CDM158 MARKETING AWARDS**

The Committee was pleased to note that the College Marketing Team had been nominated for 4 awards at the College Development Networking (CDN) awards next month (15 March), and for an Institute of Marketing award. The Committee welcomed this information and congratulated the Marketing Team. It would be notified of the outcome of the nominations in due course.

**[Action: DOH]**

**CDM159 NEXT MEETING**

Tuesday 22 May 2018 at 4.00 p.m. on the Paisley Campus.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

## Corporate Development Committee: Meeting of 26 February 2018

### 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>
26 Feb 2018	CDM155	Risk – Chair to ask Board to consider position of risk on its agenda	M Newlands	Board held risk management development session prior to last meeting and discussed position of risk on its agenda	Complete
	CDM156	Review of future schedule of business to be conducted to ensure all matters arising were included	L Connolly		May meeting
	CDM157 147	West of Scotland Skills Survey – final report to be brought to next meeting	D O’Hara		May meeting
	CDM158	CDN Marketing Awards – Committee to be informed of outcome	D O’Hara	Board notified of outcomes at its meeting on 26 March 2018	Complete
	CDM162 (i)	Flexible Workforce Development Fund (FWDF) – Committee to be informed of outcomes of evaluation of first year of operation of FWDF	S Rae		May meeting
	CDM162 (ii)	Commercial Activities – further report to be brought to next meeting	S Rae		May meeting
		<b>Actions from previous minutes</b>			
12 Dec 2017	CDM144	Economic Update – Chair to discuss with Chair of Board the possibility of taking this report to the Board	M Newlands		
	CDM145 132	Alumni Association – update on progress with establishing an Alumni Association to be provided	D O’Hara	Update provided at February meeting – put on hold meantime (CDM154.2)	Complete
	CDM146 131	Corporate College Dashboard Performance Reporting – draft	L Connolly	Board agreed to use KPI’s identified and to take into	Complete

	116	indicators to be presented to Board at its February meeting		account outcomes from corporate planning session to be held on 23 April 2018 (CDM154.1)	
	CDM150 139, 96	Alternative Income i.Flexible Workforce Development Fund – further update to be provided to next meeting.  ii. Commercial Activities – Committee to be kept updated on commercial activities, including international activities. Recruitment of International Manager – progress report to be provided  iii. Development Funding – Committee to be kept updated	S Rae	i.Further information on Flexible Workforce Development Fund was provided to February meeting  Progress with recruitment of International Manager to be provided to May meeting	i.Complete  ii. Reports provided to each meeting  May meeting  iii. Reports provided to each meeting
5 Sept 2017	CDM138	Customer Relationship Management System – Committee to be kept informed of progress	S Rae		Future meeting
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
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	Report provided to February meeting (CDM161)	Complete
	CDM96, 85, 71	Developing an International Strategy – Committee to monitor developments	S Rae	Update provided to December 2017 meeting	Updates to be provided on a regular basis

## CORPORATE DEVELOPMENT COMMITTEE

22 May 2018

Paper 6

<b>TITLE:</b>	Awards
<b>Background:</b>	This paper considers how the College may take a more strategic approach to awards and competitions.
<b>Action:</b>	The Corporate Development Committee is asked to note the content of this update and seek clarification as required.
<b>Lead:</b>	Diarmid O'Hara, Director of Communications, Policy and Planning.
<b>Status:</b>	Open

### INTRODUCTION

At the moment, the College lacks a strategic approach to competitions and awards. Submissions are made on an *ad hoc* basis, often depending on staff commitments and how engaged individuals happen to be. Excellent work which could be considered for wider recognition is often not submitted.

In addition, the College struggles to maintain a central record of

- (i) What competitions it is eligible to enter;
- (ii) What has been submitted;
- (iii) What it has won.

A recent attempt to establish what competitions we had won since merger elicited little response.

### BACKGROUND

Successful participation in award competitions is an excellent way for the College to improve its reputation within the sector and its standing among professional bodies.

It is also a powerful way to raise the morale of staff involved in award-winning projects and to showcase the College's successes to staff more generally through internal communications. The Communications Department also uses successful outcomes to garner positive publicity across our social media platforms, website and local news outlets.



The Communications Department will alert colleagues to a number of competitions (eg TES FE Awards, Scottish Public Sector Awards, Herald HE Awards), providing advice and quality control, as well as assisting in scripting. The Department has in the past rejected some submissions to these and other competitions, which has caused a degree of upset among some colleagues.

Many student award competitions such as World Skills and the National Hairdressers' Federation Championships are successfully organised by faculty teams with little or no input from the Communications team.

### **“AWARDS CENTRAL”**

“Awards Central” would sit on the staff intranet with bespoke pages designed by the Technology Innovation team and open to all staff. The intention would be that by providing such a resource more staff will become engaged in submitting their projects.

The purpose of an “Awards Central” would be to:

- (i) Provide a grid of competitions which teaching and non-teaching departments are eligible to participate, including dates, categories, internal deadlines and competition deadlines;
- (ii) Attempt to identify good work which otherwise would not be submitted for competition;
- (iii) Ensure that for purposes of quality, the Communications team was given sight of any submission;
- (iv) Give staff contact details for the Communications team, should they feel they need advice or feedback;
- (v) Develop a bank of successful submissions which colleagues can use to shape new submissions;
- (vi) Maintain a central record of what the College has won.

Discussions on this project are at an early stage, but the Director would welcome any thoughts the committee might have.

**TITLE: RISK**

**Background:** The strategic risk register was updated and considered by the Board at its last meeting on 26 March 2018.

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, or any re-phrasing, to be made to this register.

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

**Status:** Open

## WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2017-18

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	Negative impact of SFC funding changes including revised Credit model; reduction in European funding; changes in One Plus activity; changes to levels of student support funding; and impact of estates maintenance funding methodology.	5	4	20	1) 2017/18 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 2) Detail of 2018/19 indicative SFC funding received on 27 February 2018 and this indicates a level of resource which is similar to 2017/18, and thus the College will face a number of financial challenges arising from this - including in relation to staff pay and general inflationary cost pressures. 3) Robust forecasting including production and review of monthly management accounts. 4) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 5) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 6) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 7) Significant work undertaken to embed Workforce Planning into College operations / planning. Positive internal audit report highlighting solid base position. 8) On going discussions with SFC combined with modelling of financial and delivery scenarios. 9) Active College representation and involvement in external SFC review groups - Director of Finance network; Credit review; Access and Inclusion; Rural and remoteness Premium; and Student Funding.	4	4	16	VP Operations / VP Educational Leadership
2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and Year 1 implementation update provided to Board of Management Estates Committee. 2) 2018/19 indicative funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present college with operational challenges as financial modelling assumed flat cash settlement in future years. Initial discussions have been had with the SFC on nature of spend under high priority maintenance heading. Further work to be done to establish what funding can be spent on. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018/19. 3) WCS participation in SFC/sector Capital Working Group. 4) College working with the SFC to review Outline Business Case for Greenock. Discussions being progressed with Inverclyde Council as to nature of future development. 5) Outline Business Case for the development of the Paisley campus submitted to the SFC. Feedback from the SFC in relation to the OBC received in February 2018 and work is now ongoing to progress this to agreed completion. 6) SFC have issued the outcome of a national College estate condition survey. College requires further understanding from the SFC as to how this will be used to inform the prioritisation and funding of major college sector infrastructure projects.	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	
3	1,2,3,11	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	<p>1) The College continues to actively engage with SFC, SFT and other key stakeholders.</p> <p>2) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government.</p> <p>3) Option Appraisal and Outline Business Case for College estate in Greenock and Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and College now working through making necessary changes. College has met with SFC to confirm space model basis appears reasonable.</p> <p>4) 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.</p> <p>5) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations.</p> <p>6) Ongoing engagement with SFC in relation to implementation of national estate condition survey review and future direction of travel.</p>	4	4	16	VP Operations
4	1, 3, 5, 6	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	5	4	20	<p>1) Improving working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area.</p> <p>2) Continued engagement with SFC over likely impacts of "intensification of ROA objective monitoring" for current and future year delivery and funding.</p> <p>3) 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.</p> <p>4) Detailed curriculum development planning and review process which has been subject to review by internal audit.</p> <p>5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery.</p> <p>6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.</p>	4	3	12	VP Educational Leadership

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	
5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining under ongoing discussion with the SFC. 3) 2018/19 Indicative SFC funding included an allocation in order to meet the initial costs of national bargaining. However further information and understanding of how this will be funded beyond 2018/19 is required. 4) Business continuity Planning considers impact of industrial action, with specific plans in place. 5) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 6) Robust college sector and WCS communications plan. 7) Local workforce planning arrangements subject to positive internal audit review (May 2017) - with a follow up review planned during 2018.	6	2	12	Principal
6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is therefore ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process. 5) Review of College cyber resilience undertaken with a plan in development to secure Cyber Essentials Plus accreditation by October 2018 in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy with assistance from external organisations. 7) Development of funding bid based on above work for submission to SFC to ensure IT systems are fit for purpose.	4	3	12	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, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	<ul style="list-style-type: none"> <li>1) Internal audit report on Business Continuity Planning highlighted areas for development. Action being taken to address the audit recommendations with updates being provided to Audit Committee.</li> <li>2) Internal audit have carried out IT security health check with aim of preparing the College to answer requirements of Governments Cyber resilience Strategy. Action plan in place to address recommendations made.</li> <li>3) Incident response plan has been updated and communicated to all relevant staff.</li> <li>4) Effective estate response procedures to incidents.</li> <li>5) Adequate insurance cover to assist in recovery after an incident.</li> <li>6) Risk assessment process well embedded at strategic level now being further embedded at operational level. Review of risk appetite undertaken by Board and SMT.</li> <li>7) Planned preventative maintenance regime in place including fire and intruder alarms.</li> <li>8) Engagement of external consultancy support to assist with addressing requirements of cyber resilience action planning and implementation.</li> </ul>	3	3	9	VP Operations
8	2, 9, 11	Unable to develop and commence implementation of an Estate 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 approved by Board of Management and submitted to SFC.</li> <li>2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available.</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) College wide condition 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 develop and implement the College Estate Strategy 2016-26.</li> <li>7) 2018/19 indicative funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Initial discussions have been had with the SFC on nature of spend under high priority maintenance heading. Further work to be done to establish what funding can be spent on. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018/19.</li> </ul>	3	3	9	VP Operations
9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	<ul style="list-style-type: none"> <li>1) Internal audit report on Workforce Planning confirmed positive outcomes based on Audit Scotland guidance.</li> <li>2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College.</li> <li>3) Developed procedures for staff engagement and negotiations.</li> <li>4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early.</li> <li>5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis</li> </ul>	3	3	9	Principal

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	
10	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) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements.</li> <li>2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP).</li> <li>3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.</li> <li>4) Itrent HR and Payroll software developed to provide staff data and reports.</li> <li>5) Professional Development Policies are aligned to strategic priorities.</li> <li>6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff.</li> <li>7) Internal audit reviewed workforce planning as part of 2016/17 audit plan. Action plan developed to address recommendations made.</li> <li>Follow up audit of work carried out planned as part of 2017/18 work.</li> </ul>	3	3	9	VP Educational Leadership VP Operations
11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	<ul style="list-style-type: none"> <li>1) Development of strong partnerships with local employers and stakeholders.</li> <li>2) Operation planning process used to identify potential opportunities for income growth.</li> <li>3) Adaption of course portfolio to meet student / employer needs.</li> <li>4) Financial strategy and planning in place to address resource needs and redirect as required.</li> <li>5) Review of resources required within Curriculum Development Planning procedure.</li> <li>6) Annual financial target is agreed and monitored by the Corporate Development Committee.</li> <li>7) Commercial Development Group reporting to Corporate Development Committee.</li> </ul>	3	3	9	VP Corporate Development
12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	<ul style="list-style-type: none"> <li>1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC.</li> <li>2) Specific resource - staff and funding - allocated to allow CMP to be implemented.</li> <li>3) Development of Sustainability Group involving board, staff and student representatives.</li> <li>4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year.</li> <li>5) College on target to achieve objectives of CMP including 10% reduction in emissions.</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	
13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	<ul style="list-style-type: none"> <li>1) External briefings provided to SMT on principles and practicalities of implementing GDPR.</li> <li>2) Establishment of College working group on implementation of GDPR requirements. This group will have oversight of the information risk assessment process.</li> <li>3) Update reports to SMT and OD&amp;HR Committee on progress made.</li> <li>4) Active engagement across the College to ensure collaborative approach to addressing issues raised.</li> <li>5) Data Protection concepts and principles already embedded within the operations of the College.</li> <li>6) Working with other Colleges to pool resources and minimise duplication of effort.</li> </ul>	3	2	6	Principal
14	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 for project work undertaken.</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



# 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>

**CORPORATE DEVELOPMENT COMMITTEE**

**22 MAY 2018**

**Paper 9**

**TITLE: COMMITTEE ITEMS 2018/2019**

**Background:** At the last CDC meeting the Vice Principal Corporate Development was asked to review the matters arising paper and the forward schedule of agenda items to ensure that all matters arising were scheduled. A following paper on this agenda also recommends that in line with a number of other Committees the Corporate Development Committee moves to three meetings per session. This paper therefore contains suggested agenda items for the remainder of this Calendar year and the first session of next calendar year. Following discussion at the Committee a schedule for all of next session will be prepared.

**Action:** The Committee is asked to discuss and agree the proposed Agenda items

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

**Status:** Open

## Potential Corporate Development Committee Agenda items 2018

### February

- Competitor Analysis
- Foundation Apprenticeships
- Alternative Income

### May

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

### October

- CRM System
- Flexible Workforce Development Fund- Evaluation of year one
- Final Skills survey report
- Digital Strategy
- Statement on Ethical approach to Business
- Alternative Income

### February

- Economic Data update
- Our WCS Brand
- Innovative Learning
- Alternative Income

## CORPORATE DEVELOPMENT COMMITTEE

22 MAY 2018

PAPER 10

**TITLE:** COMMITTEE DATES 2018/2019

**Background:** Following discussions between the Committee Chair, the Board Secretary and the Vice Principal Corporate Development, it is proposed that Committee meetings be reduced from 4 to 3 per annum. This is in line with the approach being taken in other Committees, and it is believed that the Committee will still be able to conduct all of its business within this schedule.

It is proposed that meetings are still held at the Paisley campus on Tuesdays. The suggested dates for next year are

- Tuesday 23<sup>rd</sup> October
- Tuesday 19<sup>th</sup> February
- Tuesday 7<sup>th</sup> May

**Action:** The Committee is asked to discuss and agree the proposed meeting dates

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

**Status:** Not Restricted