

Next meeting: Tuesday 19 February 2019 at 4.00 p.m., Paisley Campus

Gwen McArthur
Secretary to the Committee

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 22 May 2018

Present: Jim Hannigan (in the Chair) and Jennifer Johnston.

Attending: Liz Connolly (Vice Principal Corporate Development), Sara Rae (Director of Business and Enterprise), Diarmid O'Hara (Director of Communications, Policy and Planning) and Drew McGowan (Acting Secretary to the Committee).

Apology: Keith McKellar (Chair of the Board), Audrey Cumberford (Principal), Mark Newlands (Chair of the Committee) and Gwen McArthur (Secretary to the Board).

CDM163 WELCOME

The Chair welcomed the members and attending officers to the final meeting of the academic year.

CDM164 DECLARATION OF INTERESTS

None.

CDM165 MINUTES

The minutes of the meeting held on 26 February 2018 were approved.

CDM166 ACTIONS FROM THE MINUTES

The Committee noted the actions from the last meeting.

Items CDM167 and CDM169 are deemed to be reserved under the Freedom of Information Act as being commercially sensitive.

CDM167 WEST OF SCOTLAND SKILLS SURVEY (CDM137; CDM147; CDM 157)

The Director of Communications Policy and Planning provided the Committee with an update on the West of Scotland Skills Survey. The Committee heard that the Skills Survey, launched by the College in the New Year and running until the end of March 2018, attracted responses from over 230 organisations in and around the West region, employing more than 65,000 people. The Director informed the Committee that the College was now moving forward with the *Our Workforce, Our Future* report – which will include the findings of the Skills Survey, case studies of College engagement with employers and conclusions drawn from the research. The Committee discussed stakeholder engagement and agreed that the final report would be discussed at the first meeting of the academic year.

[Action: DOH]

CDM168 APPROACH TO AWARDS

The Director of Communications, Policy and Planning submitted a paper on the College’s approach to entering competitions for awards. “Awards Central”, which would be situated on the staff intranet and accessible to staff, would increase awareness of awards, improve quality of submissions and provide a record of what the College has won. The Committee welcomed the initiative and noted the importance awards both internally for morale and externally for reputation. The Director told the Committee that the College would be moving forward to establishing the section on the intranet and would keep them apprised of any developments. **[Action: DOH]**

[REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

CDM170 RISK

The Committee noted the Strategic Risk Register and made no changes.

CDM171 SCHEDULE OF BUSINESS (CDM156)

As per the decision made at the Committee's previous meeting, the Vice Principal Corporate Development informed the Committee that she had reviewed the business schedule and submitted a paper for discussion. The Committee approved the suggested agenda items for the remainder of the calendar year and the start of the next calendar year – with one change to include an update on "Awards Central" for the October meeting. The Committee also agreed that the Vice Principal Corporate Development would prepare a schedule covering all of the next session. **[Action: DOH/LC]**

CDM172 DATES OF MEETINGS IN 2018/19

The Committee agreed that it would reduce its number of meetings from four to three – which is in line with the approach being taken in other Committees. The dates of the Committee's meetings in the next academic year are: 23rd October; 19th February; and 7th May.

CDM173 ANY OTHER BUSINESS

No further business was raised.

CDM174 NEXT MEETING

Tuesday 23 October 2018 at 4.00 p.m. at the Paisley Campus.

DMcG/Final

Corporate Development Committee: Meeting of 22 May 2018

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
22 May 2018	CDM167 157	West of Scotland Skills Survey – final report to be brought to next meeting	D O'Hara		October meeting
	CDM168	Approach to Awards – Committee to be kept informed of developments	D O'Hara		Future meeting
	CDM169	Alternative Income – Committee to be updated on i. Commercial activities ii. Flexible Workforce Development Fund iii. Development funding	S Rae		October meeting
	CDM171 156	Schedule of Business – Vice Principal to prepare schedule for session 2018/19	L Connolly		October meeting
		Actions from previous minutes			
5 Sept 2017	CDM138	Customer Relationship Management System – Committee to be kept informed of progress	S Rae		October 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	October meeting
28 Mar 2017	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

**TITLE: CORPORATE DEVELOPMENT COMMITTEE
REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2018/19**

Background:

The remit, membership and dates of meeting for session 2018/19 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 2018/19.

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 9 October 2017

Membership 2018/19

Mark Newlands (Chair)
Liz Connolly
Jim Hannigan
Jenifer Johnston
Keith McKellar (*ex officio*)

Attending Officers

Sara Rae, Director of Business and Enterprise
Diarmid O'Hara, Director of Communications, Policy and Planning
Gwen McArthur, Secretary to the Board

Dates of Meetings in 2018/19

23 October 2018
19 February 2019
7 May 2019

All Tuesday's starting at 4.00 p.m.

TITLE: **Customer Relationship Management System**

Background: This paper provides information outlining the Directorate's ambition to implement a Customer Relationship Management (CRM) system to support a number of areas across the function.

Action: The Committee is invited to discuss the contents of the paper

Lead: Sara Rae, Director - Business, Enterprise and Innovation

Status: Restricted. This item is commercially sensitive.

Corporate Development Committee Business, Enterprise and Innovation

Customer Relationship Management System (CRM)

CRM for West College Scotland - Update

A paper on implementing a CRM system for the Business, Enterprise and Innovation Directorate was submitted to the Corporate Committee in September 2017. The paper set out the benefits of using such a system including to; support sales activity, track and support employer engagement, hold product information, support commercial marketing campaigns, and provide data which could inform strategic and operational decision making.

Building upon the initial work undertaken, the College has gained further understanding of systems currently in place in a limited number of colleges. As part of this scoping it became clear that similar to West College Scotland a number of other colleges were looking to investigate the development and purchase of a CRM system. Through the Colleges Business Development Directors group, discussions took place around the benefits of collectively scoping and investigating a CRM system given the common themes emerging.

In early October the Directors group had a presentation from Active Informatics, a technology company currently engaged with 2 Scottish colleges who have developed a bespoke solution for the Further Education sector utilising Microsoft Dynamics 365 Education CRM. This focussed on;

1. Managing Accounts and Contacts
2. Bespoke systems and user specific dashboards
3. Leads and Opportunities
4. Mapping clients
5. Apprenticeships (optional)
6. Work experience (optional)

Key benefits included:

Shorter sales cycles – Superior data management within Dynamics along with identified and automated workflows removes time consuming and labour intensive activities.

Increased levels of lead generation – leads could be generated from the college website, from forms, landing pages, email interactions, from integrations with social media and application such as MailChimp and Eventbrite.

Improving sales response times achieved by workflows / automations that can immediately be sent to the enquirer, or that can be sent to the most appropriate member of the business development team as a CRM Task to make contact.

Proactive account management - reducing the level of customer attrition.

Identification of cross and upselling opportunities – Multiple contact or touch points with Accounts from across the college will be visible by those that need to know.

Targeted customer communications – Data management within Dynamics CRM allows easy and targeted communications to be sent from within CRM to Accounts and contacts based upon their Profiles and Contact Types.

Challenges

Given the breadth and scope of all colleges' commercial activity, the greatest challenge has been finding a system that represents a best fit. In the purchase of an 'off the shelf' product or a dedicated custom build solution, it is likely that some College specific development costs would be required to potentially link and integrate the CRM system into the student records system (covering enrolments and resulting) and financial systems (course funding methods, online payment portal data capture).

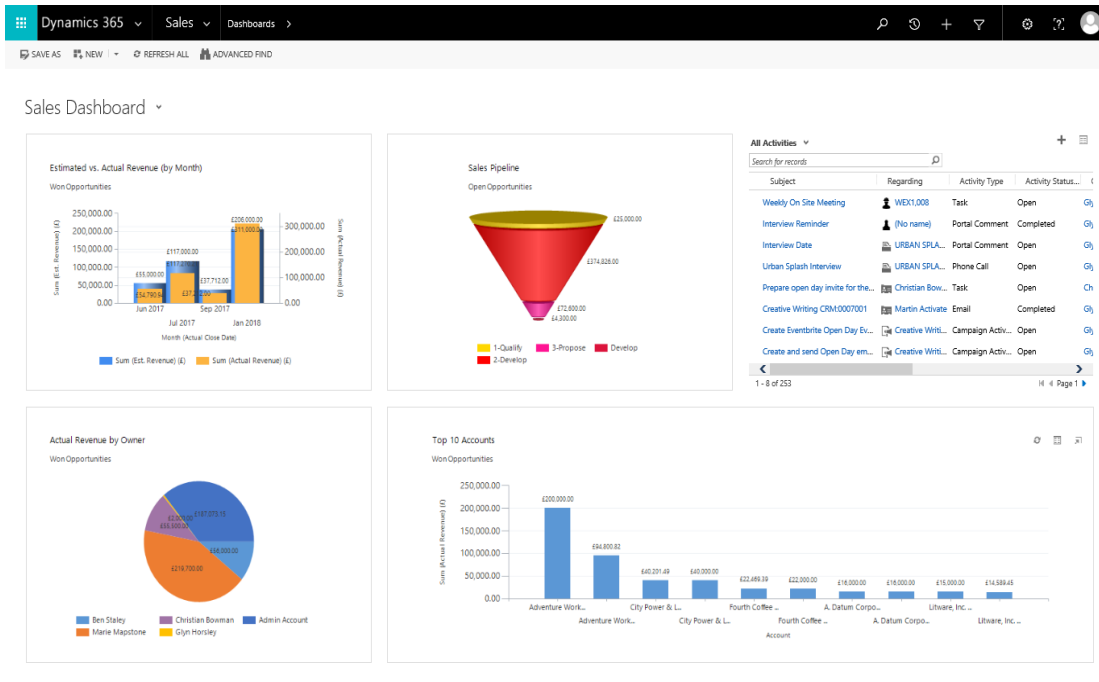
Next steps

A proposal was put forward by the group to consider a shared procurement process to determine which CRM systems might be available in the market that would be a good fit for a college/Further Education provider. This procurement activity could potentially be supported by the APUC sub-group, UCSS (University & Colleges Shared Services) which has a remit to develop shared services in Scotland. This sub-group will be approached to support a procurement scoping exercise to determine which providers exist in the market that align their offer to the College sector.

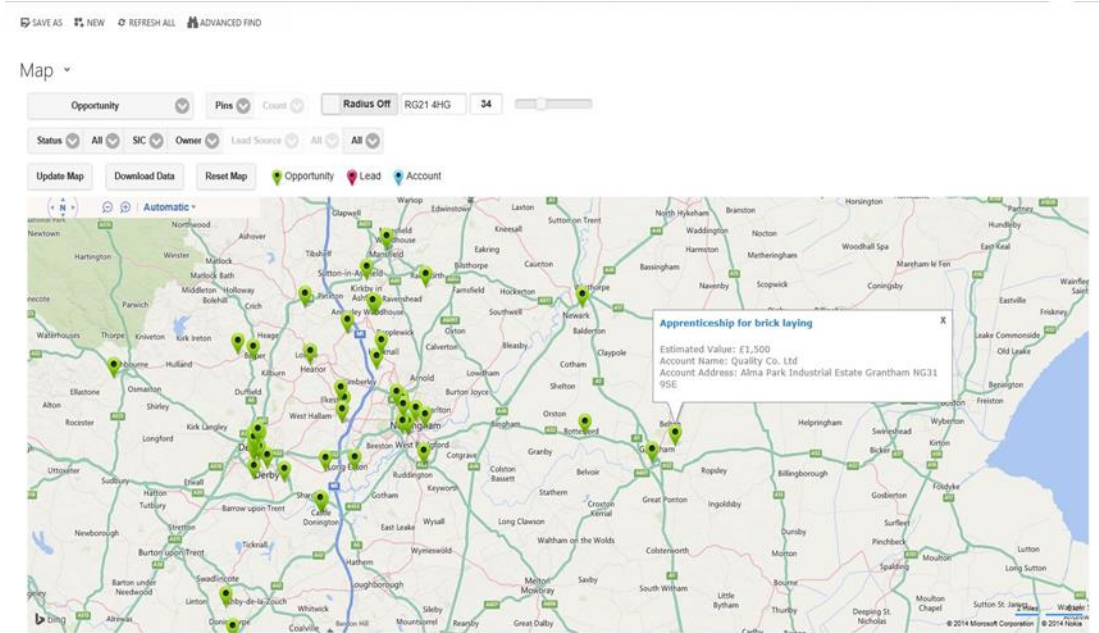
Outline timescales are to confirm participation in a collective procurement approach by the end of November with the aim to finalise the requirement and go to tender at the turn of the year with delivery of all CRMs by April 2019.

CRM System Screenshots

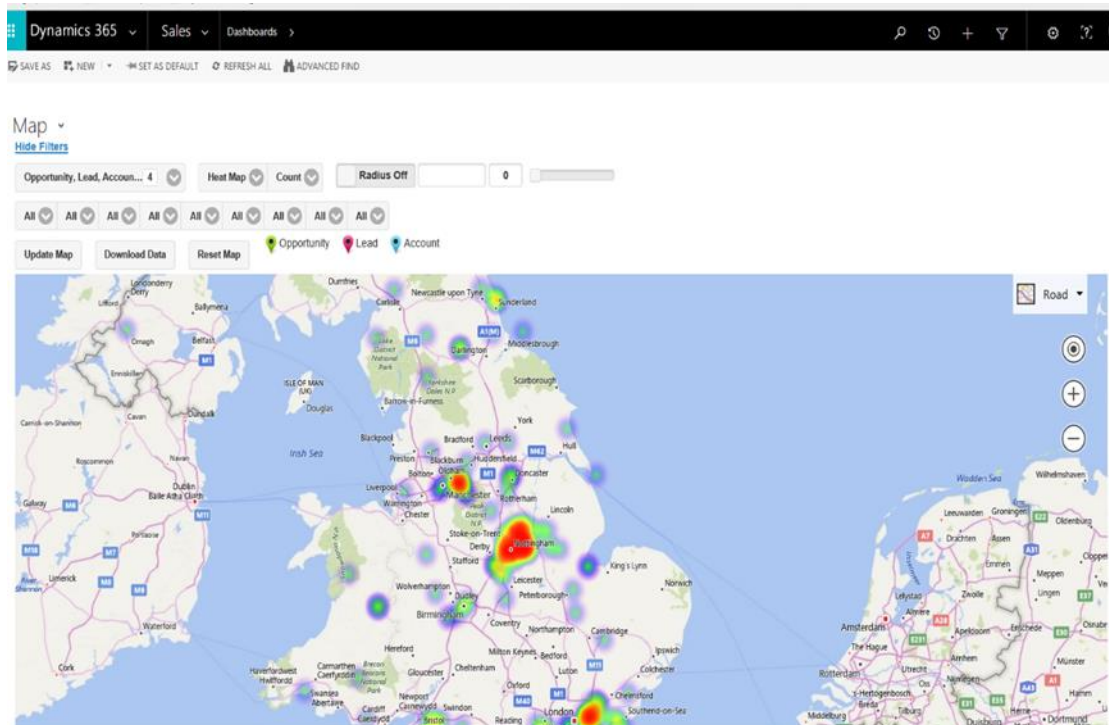
Sales dashboard



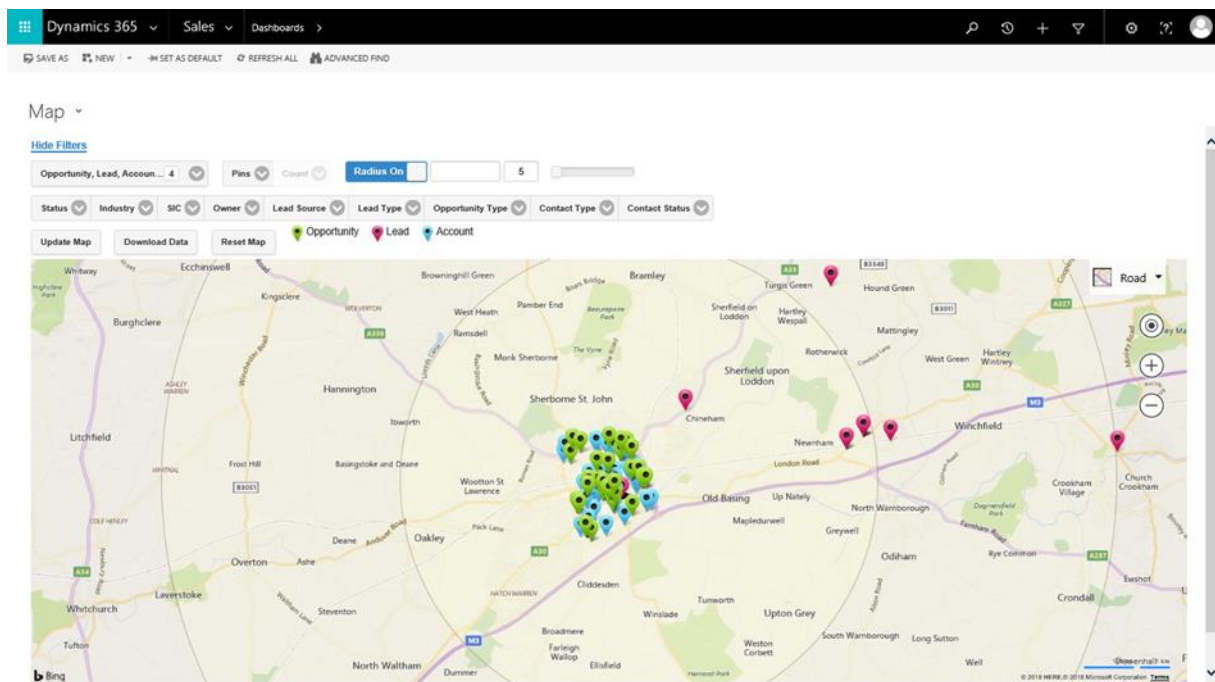
Mapping Dashboard



Map Dashboard – showing distribution of accounts etc. as heat map



Map Dashboard – showing accounts, opportunities etc. within a certain radius



CRM Modules

Dynamics 365 Sales Dashboards

Sales Marketing Settings Training ClickDimensions Portals Voice of the Customer

My Work Customers Sales Marketing Tools Apprenticeships Bookings Work Experience Extensions

Dashboards, What's New, Activities, Accounts, Contacts, Competitors, Leads, Opportunities, Marketing Lists, Quick Campaigns, Reports, Alerts, Calendar, Job Vacancies, Apprentices, Bookings, Booking Attendee, Work Experience, Work Experience Can..., Health and Safety Aud., Disclosure and Barrin..., Student Interests, Qualifications, Waiting Lists, Courses

Month (Actual Close Date)

Sum (Est. Revenue) (\$), Sum (Actual Revenue) (\$)

1-Qualify, 2-Develop, 3-Propose, Develop

Create and send Open Day em..., Creative Workl..., Campaign Activ..., Open, Glyn Hors

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Actual Revenue by Owner
WorkOpportunities

Owner	Revenue (\$)
Ben Staley	1,973,719
Marie Magstone	1,178,703
Christian Bowman	22,200
Glyn Horsley	44,000
Admin Account	44,000

Top 10 Accounts
WorkOpportunities

Account	Sum (Actual Revenue) (\$)
Adventure Workl...	200,000.00
Adventure Workl...	86,000.00
City Power & L...	40,000.00
City Power & L...	40,000.00
Fourth Coffee...	40,000.00
Fourth Coffee...	30,000.00
A. Datum Corps...	20,000.00
A. Datum Corps...	15,000.00
Litware, Inc...	10,000.00
Litware, Inc...	10,000.00

<https://activeeducationdemo.crm11.dynamics.com/main.aspx?area=cMyWork&page=SFA&web=true>

CORPORATE DEVELOPMENT COMMITTEE

23 October 2018

Paper 8

TITLE: **SKILLS SURVEY**

Background: This paper provides an update to activity in respect of the West of Scotland Skills Survey.

Action: The Committee is asked to note this information

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

Status: Not Restricted

Our Workforce, Our Future: West of Scotland Skills Survey 2018

Introduction

As previously reported to the committee, 231 organisations employing 65,000 people responded to the survey which was conducted between January and March 2018.

The final report was written and designed entirely in-house and, in the view of the Director, to the highest professional standards.

Launch

The West of Scotland skills survey was launched as Our Workforce, Our Future (OWOF) on 1 October 2018.

The report was published simultaneously on the College's website www.westcollegescotland.ac.uk/OWOF, on the staff intranet and by e-copy and hard copy to nearly seven-hundred partner-organisations, individuals, local and national politicians, and news outlets.

In addition, the report was posted to our social media platforms (Facebook, LinkedIn and Twitter).

News media

In advance of publication, the Director sought the endorsement of a number of organisations and was pleased that Ronnie Quinn, Acting CEO of the Scottish Council (Development & Industry), provided a positive quote for inclusion in local and national news releases.

Bespoke news releases, including Mr Quinn's comments and those from the leaders of Renfrewshire, Inverclyde and West Dunbartonshire Councils, as well as from Renfrewshire and Dunbartonshire Chambers of Commerce, were provided to local media outlets.

Media coverage was good: the Principal was interviewed "live" in the peak 0745 slot on BBC Radio Scotland's Good Morning Scotland programme, and the survey's findings were also covered in the business pages of The Times.

Locally, the story was mentioned in the Evening Times, ran as a page lead in the Paisley Daily Express and as a sidebar in the Greenock Telegraph.

Social media

To accompany the social media launch, the Policy Officer created a short animated film, highlighting the purpose and main findings of OWOF. It can be viewed here: www.vimeo.com/290685758.

The Directorate also ran a paid-for social media campaign on Facebook and Twitter to maximise exposure. For a total spend of £240, the College reached 28,000 people on Facebook and made nearly 40,000 impressions on Twitter.

Other

The Director Business, Enterprise and Innovation spoke to the Inverclyde Alliance about the main findings of the survey on the day of publication.

The Policy Officer has prepared a PowerPoint presentation and briefing for colleagues who wish to apprise external clients and stakeholders of the OWOF report and its findings.

CORPORATE DEVELOPMENT COMMITTEE

23 October 2018

Paper 9

TITLE: **ETHICAL APPROACH TO BUSINESS / SUSTAINABILITY AND CSR**

Background: This paper provides an update to activity in respect of developing a statement on an Ethical Approach to Business.

The Committee having earlier considered approaches taken by other FE and HE institutions, the Director suggests including a general statement on business ethics within a wider statement describing the College's approach to Sustainability and Corporate Social Responsibility.

Action: The Committee is asked to note this information and seek clarification, as required.

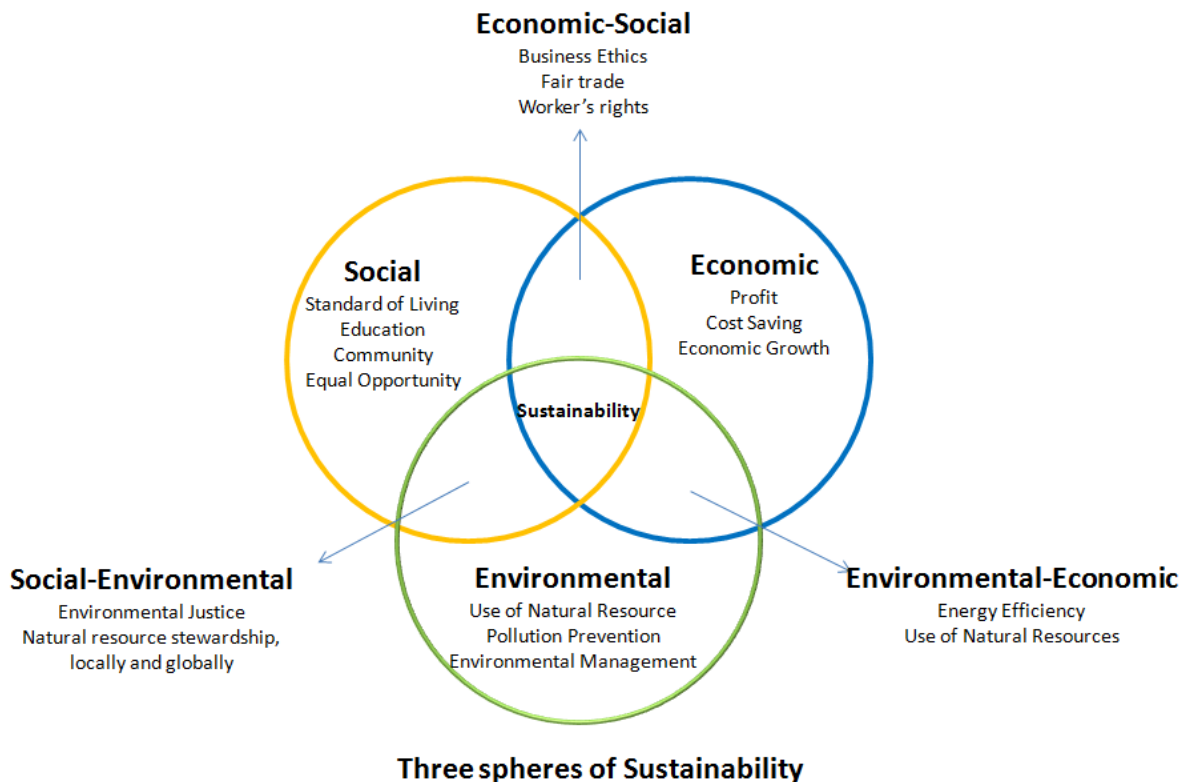
Lead: Diarmid O'Hara, Director Communications, Policy & Planning

Status: Not Restricted

SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

As a large regional educator and employer, West College Scotland enjoys a prominent regional and national profile. The College, therefore, recognises and accepts a special responsibility for sustainable development and corporate social responsibility across its activities.

Sustainability is the maintenance of environmental, social and economic systems to meet the needs and desires of humans in a just way for the future.



Our Environment

West College Scotland is committed to environmental sustainability, through its policies, its actions and its role as an educator. The College strives to embed sustainability through knowledge, engagement, collaboration and innovation.

The **Climate Change (Scotland) Act 2009** imposes on Scottish public bodies certain responsibilities to tackle climate change. Working with the Carbon Trust, the College has agreed a **Carbon Management Plan 2016-21**, designed to reduce our carbon footprint through the reduction of emissions, by recycling

materials and improving energy efficiency. We have also adopted a **Sustainability Policy** which describes our operational targets and how we mean to achieve them.

Our approach is supported through procurement policies, staff awareness-raising efforts, the management of our estate and a commitment to reduce staff travel.

Our Business

West College Scotland conducts its business in an ethical way, protecting the College's reputation at all times. We work with many businesses and organisations, some of which provide the College with important commercial income through the purchase of training, development and other products.

Before engaging with any third party West College Scotland will undertake due diligence to ensure any formal or informal associations with business, commercial, financial or voluntary organisations are socially responsible and align with our Strategic Objectives; that they promote educational, economic, social or cultural opportunities to our students, staff and local communities; and that they support the regional economy.

Our Students

As a socially responsible organisation, West College Scotland accepts a special duty for the safety, care and wellbeing of all our students.

Nearly half of our teaching supports students from among the 20 per cent most deprived communities in Scotland. We understand that some of our students will have issues surrounding family breakdown, generational unemployment, poverty and mental health. We respond to these by providing students with easy access to professional services, including Time4U, West College Scotland's free counselling service.

Our Corporate Parenting team supports looked-after young people at College, care-leavers and care-experienced students. In March 2018, our College became the first in the UK to take the **Stand Alone Pledge**. This commits us to promoting greater awareness of and support for students who are estranged from their families.

The College has a range of initiatives and interventions designed to safeguard students, including those with protected characteristics, as defined by the **Equality Act 2010**.

Our Staff

West College Scotland is one of the largest employers in the West Region and recognises a duty of care to the many teaching and other professional staff who work for us. Their health and wellbeing is a major organisational priority.

The College is a proud recipient of the Healthy Working Lives (HWL) Gold Award and uses HWL's programmes and framework to provide a multi-layered response to the needs of our employees, including physical and mental health. Through events, initiatives and CPD activities, the College promotes a healthy lifestyle to all staff. In 2017, the College won the College Development Gold Prize in the Health-Promoting College category.

We are committed to equality, diversity and inclusion and support an EDI manager and active committee. We are also committed to an open and honest culture, so that all staff feel comfortable questioning and challenging senior management.

The Poverty Alliance has awarded the College the **Living Wage Employer Mark**. We are also an accredited **Disability Confident Employer** and a **Carer Positive Employer**.

CORPORATE DEVELOPMENT COMMITTEE

23 October 2018

Paper 10

TITLE: **AWARDS CENTRAL UPDATE**

Background: This paper provides an update to activity in respect of a West College Scotland Awards Central portal.

Since the Committee last met, the Communications, Policy & Planning Directorate has started work on an Awards Central area, to sit on the Staff Intranet and intended to showcase our success, share best practice and offer advice and assistance to colleagues.

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

Awards Central update

The Technology Innovation team has is now working on developing an Awards Central page on the Staff Intranet, designed to meet the objective described to the Committee in May, namely 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.

A test page has been developed to demonstrate how Awards Central might achieve these aims using the SharePoint platform. It can be viewed here:

<https://intranet.westcollegescotland.ac.uk/testac/Pages/AwardsTest2.aspx>

Although still at the design stage, the site shows how successful submissions can be recorded by year, academic sector and competition. It allows a brief summary with an associated image. Clicking on the title of each award provides the reader with more details of it.

Sitting at the top of the proto-homepage is a "Featured" award winner. Clicking through, the reader will be able to access the story behind the award, as well as an embedded link to the successful submission.

The tile links on the right-hand side (TES, World Skills etc) could link to full details about each competition.

TI have undertaken this work in response to a briefing paper from the Marketing team (see Appendix A).

Next Steps

It is important that colleagues engage with Awards Central for it to work effectively.

To try to ensure this, the Director and Marketing Executives will speak to colleagues at all levels, including APs, Heads of Sectors, CQLs and lecturers and support staff colleagues.

APPENDIX A

AWARDS CENTRAL

Welcome to Awards Central.

This is the place where you can get help and information about awards and competitions the awards the College is eligible to enter. It is also the place which allows the College to keep a record of the many awards our staff and students have won over the years.

Importantly, it is an area where we share best practice, allowing all teams to view the paperwork behind our winning entries.

Think of it as a virtual display cabinet!

Awards Central is maintained by the Marketing team but for it to work properly it needs the input of everyone involved in preparing submissions and students for all competitions. It also needs sectors to maintain and update their grids whenever they have been successful. After all, we want departments and individuals to get the recognition their hard work deserves.

It is also designed to avoid those rare occasions where different teams submit for the same category and then one has to be withdrawn. So please let your Marketing business partner know as early as possible whether you intend to submit for a particular award.

CONTENTS

1. Our Virtual Display Cabinet!

- Awards won by year (including successful submission documents)
- Awards won by sector

2. Awards & Competitions

- Details of competitions, deadlines, fees and ceremonies.

3. Tips on writing a successful awards submission

4. Accessing help and assistance

1. OUR VIRTUAL DISPLAY CABINET!

This section shows by year and by sector the awards and competitions the College has won.


It shows the category won, who was involved and also gives access to the winning submission.

Recording our successes here, gives us an at-a-glance reference, which allows us more easily to market those successes to potential students, commercial customers and important stakeholders.

By giving access to winning submissions, we hope colleagues will get a sense of what judges are looking for and what makes a winning submission stand out. We encourage “creative swiping”!

AWARDS BY YEAR

2018

Competition	Category	Department	Award	Submission	Image
CDN Marketing	Digital Marketing Campaign	Marketing for GO FOR IT!	Gold	 CDN Digital Campagin.doc	
CDN Marketing	Integrated Marketing Campaign	Marketing for GO FOR IT!	Bronze		
CDN Annual Awards					

2017

Competition	Category	Department	Award	Submission	Image
Herald HE Awards	Outstanding Employer Engagement	Interior Design	1 st Prize		
CDN Annual Awards	Health Promoting College Award	HR	1 st Prize		
Chartered Marketing Institute	Best Digital Campaign by non-profit-making organisation	Marketing for GO FOR IT! campaign	Shortlisted		
CDN Annual Awards	Innovative College Award	Care & Life Sciences	1 st Prize		

2016

Competition	Category	Department	Award	Submission	Image

2015

Competition	Category	Department	Award	Submission	Image
Herald Look Awards	Outstanding Achievement	Hair, Beauty & Make up	1st Prize		

AWARDS BY SECTOR

Hair, Beauty & Make up

Competition	Category	Department	Award	Year
Herald Look Awards	Outstanding Achievement	Hair, Beauty & Make up	1st Prize	

Business and Computing

Competition	Category	Department	Award	Year

Business, Enterprise & Innovation

Competition	Category	Department	Award	Year

Care

Competition	Category	Department	Award	Year

Marketing

Competition	Category	Department	Award	Year

2. AWARDS & COMPETITIONS

This section shows the many competitions College staff and students are eligible to enter. Many competitions are organised to recognise and reward excellence within the FE sector, for example the CDN, TES or Herald HE Awards. Others are organised by professional associations, such as the Chartered Marketing Institute. Others, again, are organised by trade bodies to test and celebrate student skills and achievements. Some will be one-off events.

Below are details of some of the competitions we regularly participate in, along with general information.

If you need assistance in putting together submissions for any of these awards, please get in touch with the Marketing Department who will be happy to help (you can find contact details in the [Accessing Tips and Assistance section](#)). However, please first have a look at the [Tips on Writing Successful Submissions](#) section.

And remember, when you are drafting your own submission you should be able to pick up some great tips by having a look at other successful submissions. These are found alongside our record of previous winners.

The Marketing Department deadline for receipt of submissions is two weeks before the competition deadline.

CDN Annual Awards

The College Development Network (CDN) Annual Awards are among the most prestigious the College competes for. They allow us to showcase the very best of our work, both on the curriculum and non-teaching side of the business, to our peers across Scotland. Very often, a Scottish Government minister will attend the annual dinner and success at them can be positively marketed to the benefit of the College.

West College Scotland has an excellent record of being short-listed and going on to win in many categories.

The deadline for submissions is usually early summer and the black-tie awards dinner takes place each autumn and alternates between venues in Glasgow and Edinburgh.

In 2018, CDN discontinued its separate annual Marketing Awards and has now included a Marketing category in the annual awards.

The arrangements for the 2018 event are:


Marketing Deadline: Monday 25 June 2018








CDN Deadline: Monday 2 July 2018 at 1700

Event: Radisson Blu, Glasgow, 25 October 2018

Fee: £40 per entry (restricted to one entry per category)

<https://www.cdn.ac.uk/cdn-marketing-awards-2018/>

CDN Annual Awards 2018: Categories	Entered	Details	Submission (Word Document or pdf)	Short-listed	Outcome
College Colleague of the Year Award	YES	Colin McLaughlin (Bob Davidson)	 CDN Colleague of the Year.docx	YES	
	YES			YES	

Digital Learning Award	YES	Creative Computing for After School Care Workers (Bernadette Milligan)	 Digital-Learning-Award-2018-Entry-Fo	YES	
Employer Connections Award	YES	Work Readiness (Margaret Watt)	 CDN Submission Employer Engagem	NO	
Essential Skills Award	NO	STEM / Bloodhound Challenge (Bob Davidson)	 CDN Essential Skills.docx	YES	
Health Promoting College Award	YES	HR work on EDI etc (Joe Rafferty)	 CDN Inclusive College.doc	NO	
Innovation Award	YES	HNC Health and Fitness Students working with War Blind (Sharon Gardiner)	 CDN Innovation.docx	YES	
Marketing and Communications Award	YES	#beLike Recruitment campaign (Diarmid O'Hara)	 CDN Marketing 2018.docx	NO	
Student of the Year Award		Elaine Penman (Sharon Gardiner)	 CDN Student of the Year.docx		

TES Annual Awards

The TES (Times Educational Supplement) Annual Awards are open to all UK FE institutions. The awards ceremony is usually held each February at the Grosvenor House Hotel in central London. In recent years, it has been hosted by comedian, David Baddiel.

The deadline for submissions to the many categories in the TES Awards has usually been in the autumn but appears to have been shifted to early summer.

The College was unable to make any submissions in 2018 but has been short-listed in the past and was Highly Commended in 2015 in the Contribution to the Local Community category.

<https://www.tesfeawards.co.uk/tesfeawards2019/en/page/home>

Marketing Deadline:

TES Deadline: Had been autumn, now June.

Event: Black tie dinner, Grosvenor House Hotel, London, usually February

Fee: None

TES FE Awards: Categories	Entered	Details	Submission	Shortlisted	Outcome

Herald HE Awards

The Herald HE Awards are another prestigious set of awards. However, as the title would suggest, they are dominated by the university sector. Nevertheless, the College has done well over the last few years, picking up a number of nominations. In 2017, the organisers, recognising the unequal scale of the university and college sectors, introduced a new category, Outstanding Employer Engagement in Colleges. West College Scotland were first winners of this award.

Although we entered a number of nominations for the 2018 awards, none was shortlisted.

Marketing Deadline:

Herald Deadline: Usually late April

Event: Black tie dinner at Central Hotel, Glasgow, usually mid-July

Fee: None

<http://newsquestscotlandevents.com/events/heawards/>

Herald HE Awards: Categories	Entered	Details	Submission	Shortlisted	Outcome

A N Other competition

Blurb here

Another competition: Categories	Entered	Details	Submission (Word Doc or pdf)	Shortlisted	Outcome

3. TIPS ON WRITING SUCCESSFUL SUBMISSIONS

Tell a story!

You should assume that when judges pick up your submission they know nothing of your project. You should also assume they have a couple of dozen similar scripts to get through. So give them something readable, engaging, ideally with a “human” story to illustrate it.

Think about your opening sentence or paragraph: What will make your submission stand out? What will make them keep reading? What will whet their appetite? What will impress them? What might move them?

Then think about the structure: What order are you going to tell this story in?

You will want a punchy introduction, an informative middle and an inspiring conclusion!

A series of bullet points is not acceptable.

And always think about your spelling and grammar. Use spell-checker and the other tools provided. Poor spelling and sloppy grammar do not go unnoticed by judges. Proper spelling and good grammar show that you have made an effort, that you care and that you want to be shortlisted.

You must think of supporting evidence and make an effort to gather it, whether it is testimonials, photographs or URL links. Social media links, for example a positive Retweet on Twitter or a Share on Facebook, is something that competition organisers are expecting to see more of. So, it would be a good idea to save these at the time to avoid you searching for them at a later date.

4. ACCESSING TIPS AND ASSISTANCE

You should begin by seeing if the “display cabinet” holds submissions for similar categories. There may well be approaches and ideas concerning the structure that might be helpful to you as you compile your own submission.

Writing a good submission is usually time-consuming. The Marketing team is always happy to look over your submission and to provide guidance and advice. The closer to the deadline they receive your submission, however, the less likely it is they will be able to provide meaningful feedback and suggestions. So, if you do want assistance, please try to send Marketing your submission a fortnight before the competition deadline.

Please contact your department’s Marketing business partner or drop an email to marketing@wcs.ac.uk.

TITLE: RISK

Background: The strategic risk register was updated and considered by the Board at its last meeting on 8 October 2018.

The revised risk register is attached. Since June the College Senior Management Team (SMT) has continued to carry out periodic reviews of the Strategic Risk Register and, in a number of cases, mitigating controls and actions taken have been updated to take account of items such as the SFC final funding announcement and ongoing interactions with SFC. It should be noted that no risk score has been amended and no item has been removed or added to the Strategic Risk Register. The Board noted this information at its meeting and made no changes to the risk register.

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, Principal

Status: Open

Strategic Risk Register Dashboard Report

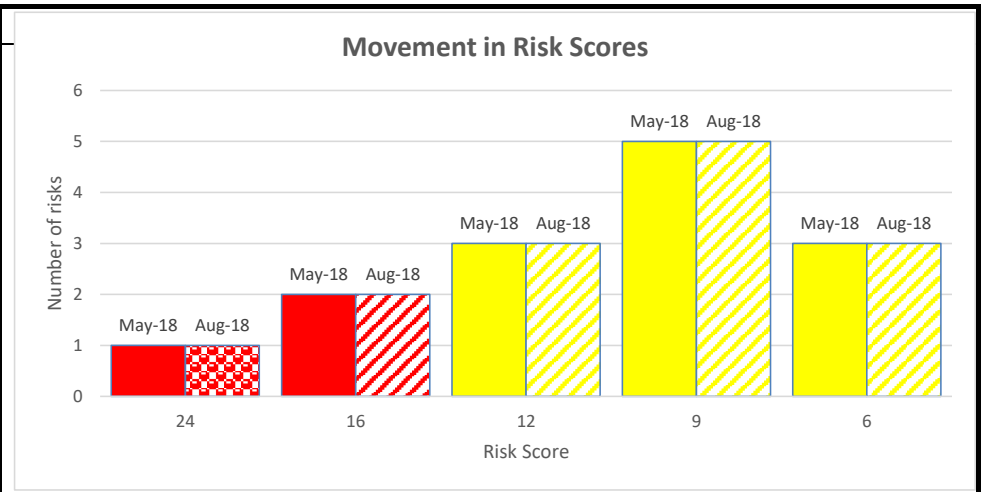
Risk register reference date:

Aug-18

Committee review date:

06-Sep-18

Top 5 risks this period				
Ref	Risk	Probability	Impact	Score
WCS 1	Negative impact of SFC funding changes including core-grant-in-aid, 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.	6	4	24
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	4	4	16
WCS 3	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	4	4	16
WCS 4	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.	4	3	12
WCS 5	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	2	12



The risk register has been reviewed with no movement in the risk scores being recorded. A number of mitigating factors have been updated.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

Risk No.	Risk Reference	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	WCS 1	1,2,3,11	Negative impact of SFC funding changes including core-grant-in-aid, 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.	6	4	24	1) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 2) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is less than in 2017-18; a 1.9% reduction in the level of activity the College will be required to deliver; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement. 3) Transition Plan created in conjunction with SFC to address future financial challenges. Final Plan submitted to SFC 24 August 2018. 4) Robust forecasting including production and review of monthly management accounts. 5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 7) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 8) Significant work undertaken to embed Workforce Planning into College operations / planning. 9) Active College representation and involvement in external SFC review groups - Director of Finance network; Access and Inclusion; Rural and remoteness Premium; Student Funding and SFC Funding Model review Group.	6	4	24	VP Operations / VP Educational Leadership
2	WCS 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 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as 5 year financial modelling assumes flat cash settlement in future years. Discussions on-going with the SFC on nature of spend under high priority maintenance heading. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19 beyond the modelling that has been undertaken. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business cases for Paisley and Greenock being progressed with SFC and wider partners. 5) SFC issued the outcome of a national College estate condition survey in December 2017. SFC have advised this will now be used as the basis for prioritising future sector capital investment and the College requires further understanding from the SFC as to how this will be progressed and the processes and methodology behind it.	4	4	16	VP Operations

Risk No.	Risk Reference	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	WCS 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	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Option Appraisal and Outline Business Cases 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 and liaising with partners as required. College also meeting with Inverclyde Council in seeking to progress Greenock plans and liaising with the SFC and SFT on next steps regarding this. Revised OBCs are expected to be submitted to the SFC in latter half of 2018 / early 2019. 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. 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. 6) Ongoing engagement with SFC in relation to implementation of national estate condition survey review and future direction of travel.	4	4	16	VP Operations
4	WCS 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	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. 2) Continued engagement with SFC over likely impacts of "intensification of ROA objective monitoring" for current and future year delivery and funding. 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. 4) Detailed curriculum development planning and review process which has been subject to review by internal audit. 5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	4	3	12	VP Educational Leadership

Risk No.	Risk Reference	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	WCS 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 final 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 (June 2018).	6	2	12	Principal
6	WCS 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
7	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Internal audit report on Business Continuity Planning highlighted areas for development. Action has been taken to address the audit recommendations with update provided to Audit Committee. 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. 3) Incident response plan has been updated and communicated to all relevant staff. 4) Effective estate response procedures to incidents. 5) Adequate insurance cover to assist in recovery after an incident. 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. 7) Planned preventative maintenance regime in place including fire and intruder alarms. 8) Engagement of external consultancy support to assist with addressing requirements of cyber resilience action planning and implementation.	3	3	9	VP Operations

Risk No.	Risk Reference	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	
8	WCS 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	1) Estate Strategy 2016-2026 approved by Board of Management and submitted to SFC. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) College wide condition survey work undertaken to assist with identification of areas of investment . 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. 7) 2018-19 final SFC 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. Discussions have been had with the SFC on nature of spend under high priority maintenance heading and agreement reached on areas of spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19.	3	3	9	VP Operations
9	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report (June 2018) on Workforce Planning confirmed substantial progress made in addressing Audit Scotland recommendations. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement and negotiations. 4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis	3	3	9	Principal
10	WCS 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	1) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and Payroll software developed to provide staff data and reports. 5) Professional Development Policies are aligned to strategic priorities. 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. 7) Internal audit reviewed workforce planning as part of 2017-18 audit plan.	3	3	9	VP Educational Leadership VP Operations

Risk No.	Risk Reference	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	WCS 11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	1) Development of strong partnerships with local employers and stakeholders. 2) Operation planning process used to identify potential opportunities for income growth. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and planning in place to address resource needs and redirect as required. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee.	3	3	9	VP Corporate Development
12	WCS 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	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions.	2	3	6	VP Operations
13	WCS 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	1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group has oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach to addressing issues raised. 5) Data Protection concepts and principles already embedded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of effort. 7) Data protection Officer appointed to the College.	3	2	6	Principal
14	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 2) Level of investment at a stage where no material impact on activities. 3) Knowledge base within current staff to be able to identify issues.	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

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

CORPORATE DEVELOPMENT COMMITTEE

23 OCTOBER 2018

Paper 13

TITLE: COMMITTEE ITEMS 2018/2019

Background: At the last CDC meeting the Committee discussed a paper which suggested agenda items for 2018-19, the Committee also agreed to alter its schedule of meetings from four to three a year. Based on these discussions this paper provides a proposed schedule of agenda items for the remainder of this session.

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

Lead: Liz Connolly, Vice Principal Corporate Development

Status: Not Restricted

Potential Corporate Development Committee Agenda items 2018 -19

October

- CRM System
- Flexible Workforce Development Fund: Evaluation of Year One
- Final Skills Survey Report
- Statement on Ethical approach to Business
- Update on Awards Central
- Alternative Income

February

- Economic Data Update
- Our WCS Brand
- Innovative Learning
- International Strategy
- Internal Audit Report on Internal Communications
- Alternative Income

May

- Digital Strategy
- College Employer Engagement Activity
- Alternative Income