

Board of Management

Date of Meeting	Wednesday 21 June 2017
Paper No.	BoM6-J
Agenda Item	14.1.1
Subject of Paper	Governance of Strategy
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary/Planning
Date of production	31 May 2017
Action	For Approval

1. Recommendations

1. To approve the arrangements for Committee oversight of progress with regard to the five strategies supporting the College Strategic Plan.

2. Purpose of report

2.1 The purpose of this report is to provide the Board of Management with a proposal for the oversight of the College's five supporting strategies via respective Board Committees, as proposed..

3. Context

3.1 Over 2015-2017 a major new strategic shift emerged for the College, under the internal working title of the "Blue Ocean Strategy". While building on the successful delivery of prior plans, this development marks a significant strategic re-focus from the Board and senior team, which culminated in the publication of the College's new Strategic Plan 2017-25..

3.2 The eight strategic priorities within the Plan are supported by 26 strategic aims, which in turn are to be delivered by supporting strategies, initiatives and operational plans throughout all areas of College activity. The principle of a planning framework is thereby retained, and further enhanced by a delivery framework currently under development. This will enable the Board of Management to monitor the progress of the Strategic Plan in real terms, against recognised benchmarks, success measures, and targets via a number of mechanisms including a live Performance Dashboard.

3.3 The Strategic Plan highlights the five key supporting strategies, with their respective initiatives, which are designed to deliver the Plan's strategic aims, thus:

- Student Experience
- Corporate Development
- People and Culture
- Sustainability
- Systems Integration

3.4 Strategy owners and their teams will be expected to present to the respective Board Committees an update on the development of these key College strategies, with associated initiatives, aims and progress against targets.

4. Impact and implications

4.1 The recent, unprecedented success of City of Glasgow College owes much to the aspirations, bold vision, and ambitious targets set out in previous Strategic Plans, assiduously delivered by diligent planning, review, and Board oversight. The new Strategic Plan (2017-25) is intended to drive the College to the next level of success, in a changed operating environment.

4.2 The principal impacts of the plan and supporting strategies will be measured in terms of the student experience of success, the economic growth which will be an intended, designed, consequence of the Plan implementation, and the long-term financial sustainability of the College.

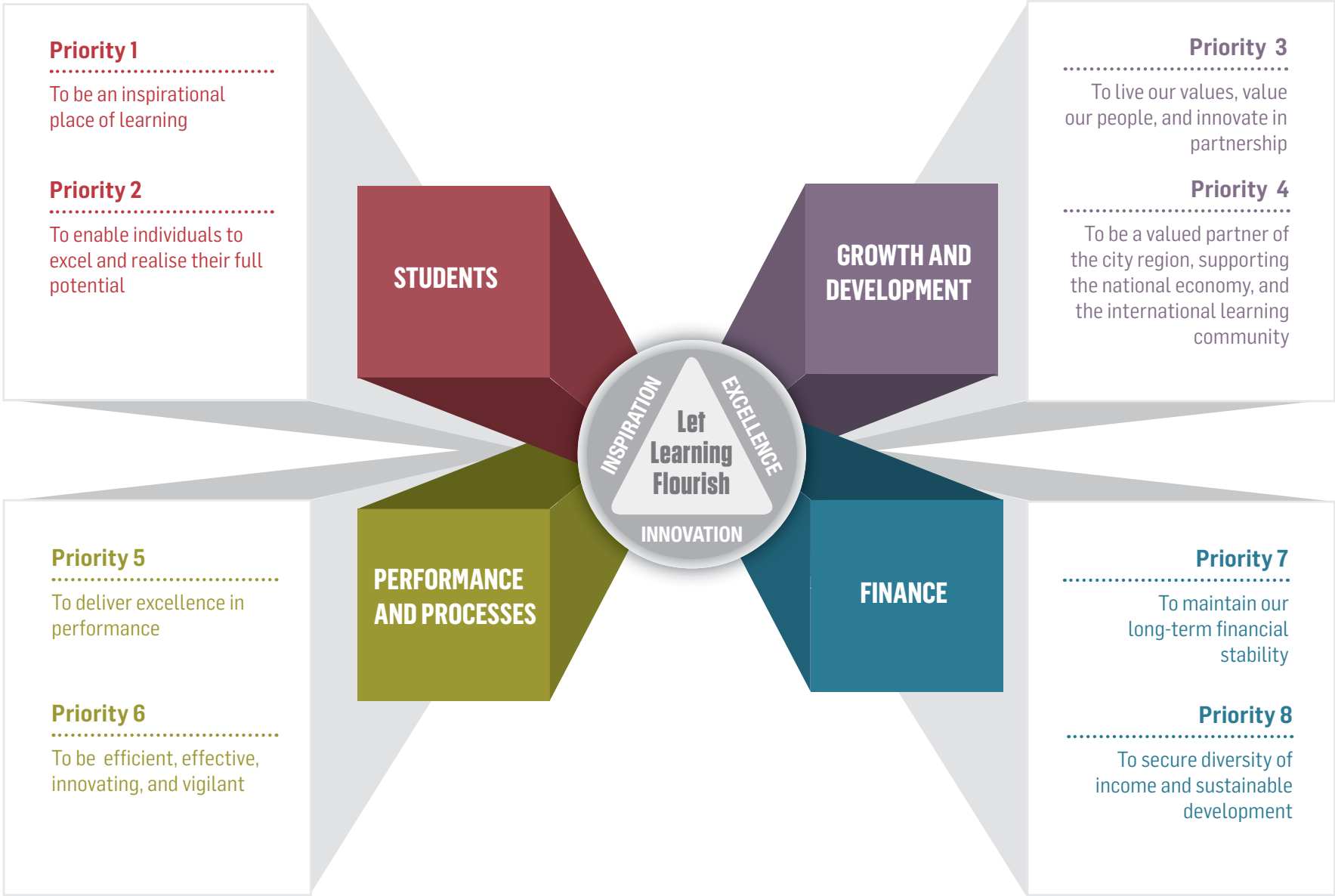
4.3 The plan is designed to deliver the priority outcomes of the Regional Outcome agreement, the priorities of the Scottish Government, and to meet the requirements of the industries and communities of need, interest, culture, and place, which the College serves.

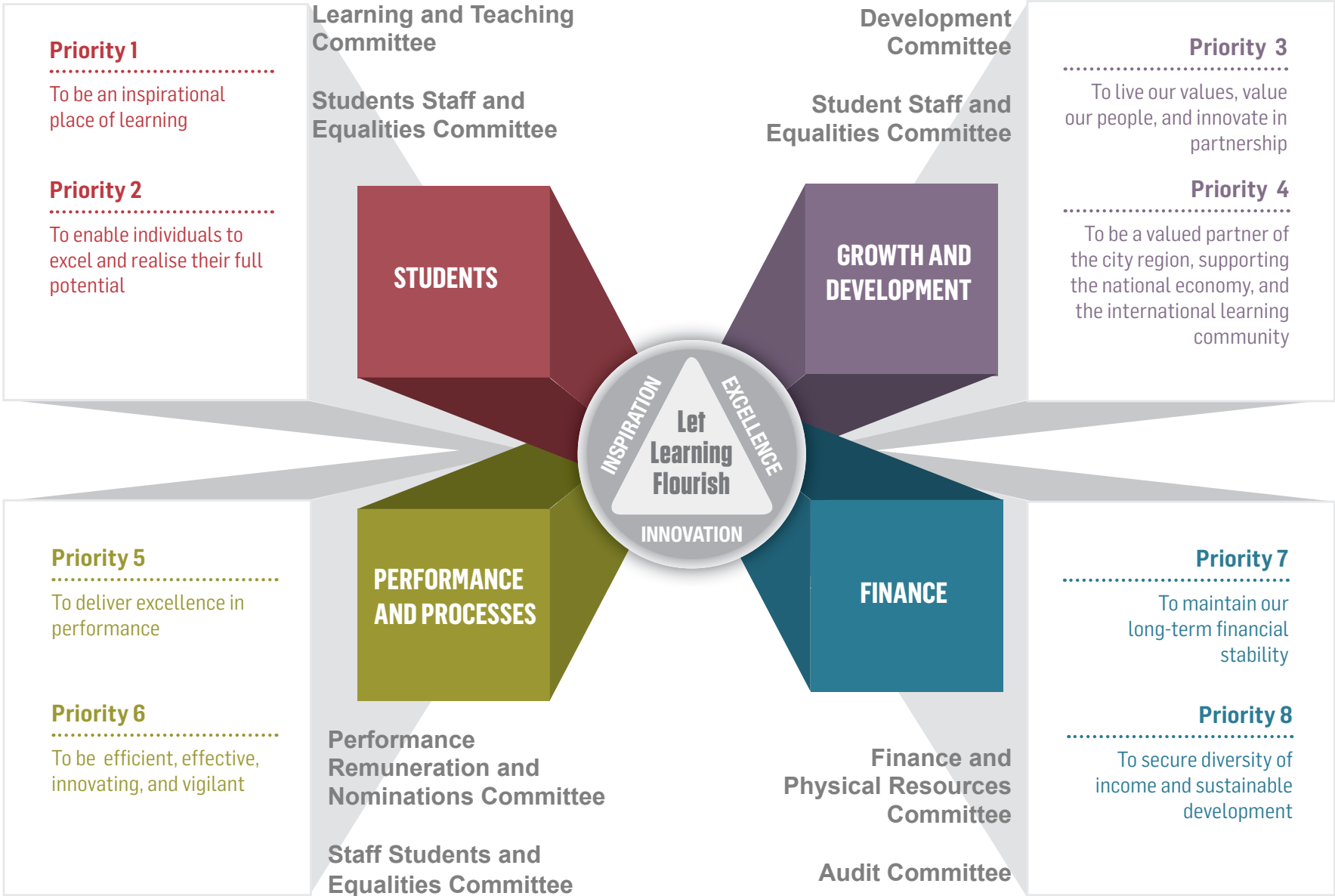
4.4 The new Strategic Plan and supporting strategies are designed to fulfil the College's legal, social, charitable, and governance responsibilities to an optimal level.

Appendices:

Appendix 1:

Illustration of the Governance of Strategy Delivery at City of Glasgow College.





Strategy	Board Committee Report	Board Committee to Note
Student Experience	Learning and Teaching Committee	Student Staff and Equalities Committee
Corporate Development	Development Committee	
People and Culture	Student Staff and Equalities Committee	Development Committee
Sustainability	Finance and Physical Resources Committee	Audit Committee? (i.e financial elements)
Systems Integration	Finance and Physical Resources Committee	