

Board of Management

Finance & Physical Resources Committee

Date of Meeting	Wednesday 21 October 2018
Paper No.	FPRC2-K
Agenda Item	13
Subject of Paper	Sustainability Strategy: Outturn Report 17-18
FOISA Status	Disclosable
Primary Contact	Stuart Thompson, VP Corporate Services Paul Clark; College Secretary/Planning
Date of production	October 2018
Action	For Discussion and Decision

1. Recommendations

1. To review and endorse the report for consideration by the Board of Management, subject to any agreed changes.

2. Purpose of Report

2.1 The purpose of this paper is to provide the Committee with an opportunity to review the Sustainability Strategy Initiative Outturns Report for 2017-18, and provide development direction as appropriate.

3. Strategic Context and Key Points

3.1 In 2017, the College developed and approved five Supporting Strategies to deliver the 2017-25 College Strategic Plan thus:

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

Each strategy is owned by a member of the Executive Leadership Team.

3.2 These strategies were aligned with the College priorities, and mapped against the strategic aims within the College Strategic Plan, as a crucial element of the College's planning framework.

3.3 Each Supporting Strategy includes a set of initiatives developed by the Strategy owners in collaboration with the Performance Director and guidance for EFQM . The initiatives include a range of actions (with owners), with benchmarks, measures, and targets set against a yearly target to 2020. It is these yearly targets that enable the Board and its Committees to monitor the progress of strategy delivery over the longer term.

3.4 The Supporting Strategies therefore provide line of sight from Strategy to Delivery, and the Outturns Reports help to inform the Board as to the required strategic focus and further action to ensure successful delivery.

3.5 The Performance Remuneration and Nominations Committee agreed (in May 2018) an initial set of outturns targets relating to each of the supporting strategies, to be reviewed by the Board in October 2018.

3.6 At its Planning Day on 10 October 2018, the Board of Management agreed that the outturns reports from each of the strategies be reviewed by each Committee in turn, according to their areas of responsibility, and the governance of strategy proposals approved by the Board in February 2018.

4. Impact and Implications







4.1 The effective delivery of strategy is a primary function of the Board of Management, and the executive leadership of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation.

4.2 All five supporting strategies have a potential strategic impact upon the College and the achievement of all eight strategic priorities. This includes matters relating to the student experience, attainment, financial sustainability, development, legal compliance, assurance in governance, and the range of systems and processes required across the College to deliver these strategic imperatives.

Appendix:

Sustainability Strategy: Outturns Report 2017-18

College Supporting Strategies: Outturns vs Targets to 2020

Sustainability Strategy						Delivery Pathway			
College Initiative	Initiative Outcome	Measure Description	Target to 2020	2017-18 Outturn;	RAG	2017-18	2018-19	2019-20	2020
Financial Sustainability	Achieve a financial sustainable position	Reduce bad debt percentage	1.7%	1.3%	Green				
		Growth in tuition fees	5% per year	-1.6%	Red				
		Number of days to pay creditors	35 days	37 days (38 days in 16-17)	Yellow				
		Grow other income	5% per year	27.0%	Green				
		Fees billed by end of March	88%	87.3%	Green				
	Procurement compliance	Reduce non complaint spend	Reduce to £900k	Confirmed information will not be available until Nov 18 in line with the Regulation Procurement Annual	Red				

				Report . Est. £1.5m					
		Increase collaborative spend	40%	Confirmed information will not be available until Oct 18. Provided by APUC Ltd. Est. 42%					
Eco City	Environmentally Sustainable College	Carbon Footprint	5500 tECO2	To follow					
		Staff Environmental Perception	80%	To follow					
		Student Environmental Perception	80%	To follow					
Social Responsibility	Enhance and expand the college's global reputation across its stakeholders and sectors Position CoGC as the No.1 award winning college for professional and technical education Position as a global scholar	Sustainable procurement*	25%	12% - Local Level College procurement 49% - Framework Level (APUC, SG etc)					
		NPD Community Benefits	<ul style="list-style-type: none"> New Entrant Person Weeks: 52 weeks p.a. Work Experience Person Weeks: 104 weeks (2017-18); 52 weeks 	92 achieved in 2017-18; 35 Achieved in 2017-18; 425 achieved to date (overall target exceeded).					

	and alumni College		(2018-19); 104 weeks (2019-20)						
		Healthy Working Lives	To be confirmed (Gold Standard achieved previously – 2013-14)	Proposed target: subject to College agreed commitment and responsibility.					