

Board of Management Development Committee

Date of Meeting	Wednesday 29 January 2020
Paper No.	DC2-J
Agenda Item	5.3
Subject of Paper	Industry Academy Update
FOISA Status	Disclosable
Primary Contact	Roy Gardner/Carla Murray
Date of production	16 January 2020
Action	For Noting and Comment

1. Recommendations

The Committee review the Industry Academy (IA) Update and offer comment on the content.

Agree next steps to revitalise the Model, discuss responsibility for Industry Academies and their performance, methods to ensure clear reportage and address previously identified challenges.

2. Purpose of report

The purpose of this report is to provide the Committee with a background to Industry Academies and to agree next steps to revitalise the Model.

3. Context

3.1 Background

City of Glasgow College launched Industry Academies (IAs) in 2014/15 as part of the strategy to encourage wider participation & engagement with employers and to diversify activity to support the student experience and generation of Non SFC funded activity.

Industry Academies support the College's wider strategic priorities by:

- Meeting the needs of the Regional Outcome Agreement;
- Meeting the governments requirement for 16-19 year olds into work;
- Building on the governments strategic economic priorities;
- Providing employers with the skills they need in their workforce;
- Offering a bedrock for apprenticeship and higher level apprenticeship growth and development
- Collaborative curriculum and qualification development with HEI and Industry partners
- Advances in Pedagogical delivery
- Innovation pipeline

3.2 Staff Resource

In 2014/15 a Head of Business Development and Industry Academies (Corporate Development) was responsible for supporting 6 Industry Academy Heads (one across each of 6 Faculties) to develop, implement and promote the Industry Academy Model internally and with external stakeholders. Between 2014/15 and 2017/18, 23 Industry Academies were launched (Appendix A). An Industry Academy lead in each Faculty facilitated a link and direct interaction with the Corporate Development Team; this link was critical to the Industry Academy Model's success in its first 3 years of implementation.

During the restructure in 2018/19 the role of Head of Business Development and Industry Academies and the Industry Academy Head roles were removed from the Structure. In the new structure the Vice Principal Student Experience (VPSE) and VP Corporate Development and Innovation (VPCDI) have overall strategic responsibility for Industry Academies with the strategic and operational delivery resting with Deans and Associate Deans.

On Thursday 9th January 2020 it was agreed at ELT that a Cross College role was necessary to revitalise and drive Industry Academies. The Associate Director Business and International Partnerships* has now had their role expanded to incorporate an Industry Academy remit and the role reviewed resulting in a newly created Corporate Development Director role. The commencement date of this role has still to be agreed.

*The Head of Business Development and Industry Academies was appointed to the Associate Director of Business & International Partnerships in the restructure.

3.3 Previously Experienced IA Challenges

A number of challenges were faced by the Industry Academy Team and these are highlighted below and require to be addressed.

- Wider Faculty Engagement and buy in.
- Complexity of identifying and reporting commercial activity across the College. Separate commercial report suggested.
- Lack of a refined set of IA KPIs. Refinement of KPIs will help align IA activity to College and sectoral priorities and will ensure conformity of IA measures of success and impact across Faculties.
- KPIs set in isolation. It is suggested that a collective agreement on IA KPIs should be agreed at a round table discussion with the Depute Principal, VPSE, VPCDI and the Corporate Development Director in the first instance. Wider engagement with Deans and Associate Deans to agree KPIs should then follow.
- KPIs not embedded in Faculty Operational Plans. Suggest KPIs should be embedded within Faculty Operational Plans with shared ownership for targets across all Associate Deans and Curriculum Heads.
- Mixed approach to reportage. A standard template for IA reportage must be created to ensure consistency of reportage across Faculties.
- Lack of ongoing monitoring of IA KPIs. A dashboard of IA performance against targets was under development and requires to be revisited. This will provide ongoing progress against targets for all IA activity allowing early intervention strategies to be put in place where areas of underperformance are highlighted.
- Lack of Trend Analysis. KPIs changed each year so no opportunity to benchmark and offer performance trends.
- Lack of internal and external communications to promote IAs.

4. Impact and implications

Failure to address the previously identified challenges will deter progress with Industry Academies which is a strategic priority for the College.

Additionally IA performance measures should be aligned to sectoral priorities and support the generation of evidence for College, Regional and Government priorities through alignment of targets in the Regional Outcome Agreement. As a consequence it is important that a strong set of KPIs is sustained and reviewed and growth evidenced year on year to support reportage on progress towards achievement of College strategic priorities.

Appendix A | 23 Industry Academies launched by 2017/18

FACULTY OF NAUTICAL SCIENCE & STEM

Gas and Renewables
Engineering
War and Floor Tiling
Maritime Skills
Deck Training
Marine Engineering
Senior Deck Officer
Senior Marine Training
Electronic Navigation Training

FACULTY OF CREATIVE INDUSTRIES

Production
Community Arts
Interior Design
Craft
Publishing

FACULTY OF EDUCATION AND HUMANITIES

Health and Care
Teaching
English Language
Procurement
Business Services
Financial Services

FACULTY OF LEISURE AND LIFESTYLE

Food and Hospitality
Hairdressing, Beauty and Complementary Therapies
Sport