

CORPORATE DEVELOPMENT COMMITTEE

MINUTES OF MEETING OF 28 FEBRUARY 2023

15:00, Remote Meeting via Microsoft Teams

Present: Fiona Doring; Gwen Raez (Chair)

In attendance: Audrey Cumberford; Lucie Dingle; Diane Gordon; Michael Jeffrey; Shona Pettigrew; Nora Senior; Marcus Walker (Clerk)

1. WELCOME AND APOLOGIES

- 1.1 The Committee NOTED apologies from Bruce Cassidy and Skye Marriner.
- 1.2 The Committee NOTED that, due to unforeseen circumstances, the Corporate Development Committee did not have a quorum of members present. The Chair informed members that, in line with the Standing Orders of the Edinburgh College Board of Management, the meeting would proceed and should any approval of documentation be required the Committee would require ratification at the next meeting of the Board on 28 March 2023.
- 1.3 The Committee NOTED that, in the absence of the Director of Communications, Planning & Research, the Marketing, Events & Stakeholder Manager and the Communications & Social Media Manager would join the meeting to present the Relationships Report and the Brand & Reputation Report – respectively.
- 1.4 The Committee NOTED that it was expected that four new non-executive members would join the Board of Management on 1 March 2023, subject to Scottish Government approval. The Clerk advised the Committee that once new appointees had been confirmed, the Board of Management would review the membership of its committees – including the Corporate Development Committee.

2. DECLARATIONS OF INTEREST

- 2.1 None.

3. MINUTES OF PREVIOUS MEETING

- 3.1 The Committee APPROVED¹ the minutes from 2 December 2022 as an accurate record of the meeting.

¹ The draft minutes on the Corporate Development Committee were circulated to members via email, for formal approval.

4. MATTERS ARISING REPORT

- 4.1 The Committee NOTED that actions from the previous meeting were complete, overtaken or on the agenda.
- 4.2 The Committee NOTED that a 'deep dive' into the Granton Waterfront Nursery would be considered at the next meeting of the Corporate Development Committee.

5. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT

5.1 COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING UPDATE

- 5.1.1 The Committee NOTED that, to reconcile the lag between commercial income and the monthly management accounts, reports to the Committee now included comparative information to illustrate any variances. The Vice Principal Corporate Development advised the Committee that the reporting in the Commercial, International & Alternative Funding Report would continue to be developed to ensure members received the most up-to-date information.
- 5.1.2 The Committee NOTED that the Flexible Workforce Development Fund (FWDF) 'Year 6' allocation had been confirmed in January 2023, following the Scottish Government Emergency Budget Review. The Director of Enterprise & Knowledge Exchange advised the Committee that the total funding available to the sector had been reduced to £10m for AY 2022/23.
- 5.1.3 The Committee DISCUSSED the FWDF allocation and NOTED that Edinburgh College had been allocated approximately 17% of the total funding available, reflecting both previous performance and the percentage of businesses registered within the Edinburgh region. The Director of Enterprise & Knowledge Exchange informed the Committee that allocated funding must be utilised by 31 December 2023, however, it was the intention of the Business Development Team to scheduled as much activity within before 31 July 2023 - to ensure 2022/23 targets were achieved.
- 5.1.4 The Committee NOTED that the College continued to develop its Skills Development Scotland Foundation Apprenticeship (FA) Programme for the upcoming academic year. The Director of Enterprise & Knowledge Exchange highlighted to the Committee that the Commercial Team had held several strategic meetings with City of Edinburgh Council, in order to maximise the College's offer - through the review of delivery models and the improved promotion of FAs across schools in the region.
- 5.1.5 The Committee DISCUSSED International student recruitment and NOTED that activity had progressed positively, with a greater number of students joining the College in January 2023 than anticipated.

5.1.6 The Committee NOTED that activities with early year partners in China had moved forward, with development work due to begin in Spring 2023 – once a detailed partnership agreement had been signed. The Director of Enterprise & Knowledge Exchange informed the Committee that the Vice Principal Innovation, Planning & Performance was also due to visit the Hainan University (one of the top universities in China) on the week commencing 13 March 2023, where Edinburgh College was delivering embedded Business English programmes for undergraduate students.

5.2 DRAFT BUSINESS DEVELOPMENT STRATEGY 2023-26

5.2.1 The Committee NOTED a Draft Business Development Strategy 2023-26. The Vice Principal Corporate Development advised the Committee that the Strategy outlined the direction of travel for the College towards increasing its alternative income streams over the next 3-years, whilst providing a sustainable growth model for the College.

5.2.2 The Committee NOTED that the Draft Business Development Strategy focussed on four priority strands of business:

- (i) Commercial and Employer Engagement Activities.
- (ii) Apprenticeship Activities.
- (iii) International Activities.
- (iv) Alternative Income and Innovation.

5.2.3 The Committee DISCUSSED the following points in relation to the Draft Business Development Strategy:

- (i) The ambition outlined with the Strategy.
- (ii) The need for investment in areas of future development.
- (iii) The achievability of growth targets and the need to be clearer about management responsibilities for their achievement.
- (iv) The importance of the Curriculum Strategy, and shape of the College curriculum, to considerations within the Business Development Strategy.

5.2.4 The Committee NOTED that a finalised Draft Business Development Strategy 2023-26 would be reviewed by members once the outcome of Phase 2 of the voluntary severance scheme was known.

Nora Senior left the meeting

The Marketing, Events & Stakeholder Manager and the Communications & Social Media Manager joined the meeting

6 RELATIONSHIP REPORT

6.1 RELATIONSHIP UPDATE

6.1.1 The Committee NOTED a Relationships Report which outlined key developments in relation to stakeholder engagement, Community

Planning Partnerships (CPPs), community and third sector outreach, major partnership projects and Board engagement.

- 6.1.2 The Committee NOTED that the College had been approached by the Scottish Government to assist in meeting the learning needs of around 600 Ukrainian refugees on the MS Victoria, which was docked in Leith. The Vice Principal Corporate Development advised the Committee that the College continued to work closely with the Scottish Government, the Dnipro Kids Charity, City of Edinburgh Council, and NHS Lothian to provide appropriate support, and long-term accommodation planning was now under consideration for families residing at the Milton Road Halls.
- 6.1.3 The Committee NOTED that a new pipeline of projects had been agreed with the Edinburgh College Development Trust. The Vice Principal Corporate Development informed the Committee that this included: The investment of £1k in a project to support the IELTS certification of 10 Ukrainian refugees on the MS Victoria; an additional £2K for ECSA free breakfast club project; and £2K for the Edinburgh College 10th Anniversary History and Friends of Edinburgh College Project.
- 6.1.4 The Committee DISCUSSED the breadth and scale of both outreach and partnership projects that the College was directly involved in. The Chair, on behalf of the Committee, acknowledged the challenges of mapping such extensive activities at an organisation the size of the College.

The Principal & Chief Executive left the meeting

5.2 ENGAGEMENT PLAN 2023-26 PROPOSAL

- 5.2.1 The Committee NOTED a proposal outlining the direction of travel for the College around engagement and partnership activities over the next 3-years. The Vice Principal Corporate Development advised the Committee that based on feedback from the Members, and other stakeholders, a draft Engagement Strategy 2023-26 would be developed over the coming months.
- 5.2.2 The Committee NOTED that an essential foundation for the successful delivery of the Edinburgh College Strategic Plan, and its accompanying KPIs, would include effective stakeholder engagement. The Vice Principal Corporate Development emphasised that the importance of relationships and partnerships was clearly recognised in the Strategic Plan, within its three cross-cutting themes of People, Place and Performance.
- 5.2.3 The Committee NOTED the role of the Board of Management within the Engagement Plan, and the potential for Board Members to spread the College messages far and wide through individual's existing networks. The Vice Principal Corporate Development advised the Committee that the continued development of elevator pitches and

'line(s) to take' would seek to keep Board Members informed, so they could perform their duties in the best interests of the College.

5.2.4 The Committee DISCUSSED the following in relation to the Engagement Plan Proposal:

- (i) The role of the Board of Management and the best way to access individual member's expertise / networks.
- (ii) The process of engaging with Board Members to ensure their skills and expertise are appropriately utilised.
- (iii) The role of all staff in promoting and marketing the College, and how Schools and departments will be connected to the Engagement Strategy.
- (iv) The need to refine, and define, the 'core messages' further within the draft strategy.

5.2.5 The Chair, on behalf of the Committee, welcomed the Engagement Plan Proposal outlined by the Vice Principal Corporate Development a starting for the development of a new Engagement Strategy. The Committee NOTED that an initial Draft Engagement Strategy 2023-26 would be presented to the next meeting of the Committee.

6. BRAND AND REPUTATION REPORT

6.1 The Committee NOTED a Brand and Reputation Update which outlined progress on activities relating to communications, marketing, business intelligence, corporate development, policy research and public relations.

6.2 The Committee NOTED that a brand refresh project, designed to modernise and strengthen the College brand, continued across all campuses. The Vice Principal Corporate Development informed the Committee that work had been commissioned to replace key signage and would be completed before the end of the academic year.

6.3 The Committee NOTED that both the Communications and Marketing Teams were working closely with curriculum areas as part of the 2023/24 student recruitment campaign. The Communications & Social Media Manager advised the Committee that the '*Take Your Next Step*' campaign would fully utilise all social media platforms and engage directly with a wide range of partnerships across the region.

6.4 The Committee DISCUSSED recent press coverage associated with the College. The Vice Principal Corporate informed the Committee that the work of the College had been featured in several business / trade press and online publications, including coverage relating to new partnership with industry bodies and educational institutions.

7. ANY OTHER COMPETENT BUSINESS

7.1 None.

8. FOR INFORMATION

8.1 COMMITTEE PROGRAMME OF WORK 2023/24

8.1.1 The Committee NOTED its proposed programme of work for the upcoming academic year.

9. DATE OF NEXT MEETING

9.1 The next meeting of the Corporate Development Committee will take place on 23 May 2023.

Meeting closed at 16:50