



For the future you want

## **EXTERNAL ENGAGEMENT COMMITTEE**

### **MINUTES OF MEETING OF 28 MAY 2019**

**13:00 Boardroom, Milton Road Campus**

**Present:** Bruce Cassidy; Lesley Drummond (Chair); Sarah Hay; Ann Landels; Gwen Raez

**In attendance:** Nick Croft; Jane Grant; Michael Jeffrey; Marcus Walker (Clerk)

#### **1 WELCOME AND APOLOGIES**

- 1.1 Apologies were received from Azra Sharif-Qayyum.
- 1.2 The new Committee Chair, Lesley Drummond<sup>1</sup>, introduced herself to the External Engagement Committee.
- 1.3 The Committee Chair welcomed Gwen Raez to her first meeting of the External Engagement Committee, following the appointment of Ms Raez by the Board on 19 March 2019.
- 1.4 The Committee Chair, on behalf of members, thanked Sam Hogrefe for his service to the Committee over the past year. The Committee Chair informed the members that Mr Hogrefe had joined the Remuneration Committee and its Policy & Resources Committee, following a review of committee membership by the Board.

#### **2 DECLARATIONS OF INTEREST**

- 2.1 None.

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<sup>1</sup>Lesley Drummond was confirmed as Chair of the External Engagement Committee by the Board of Management on 19 March 2019.

### **3 MINUTES OF PREVIOUS MEETING**

- 3.1 The Committee APPROVED the minutes from 26 February 2019 as an accurate record of the meeting.

### **4 MATTERS ARISING**

#### **4.1 MATTERS ARISING REPORT**

The Committee NOTED that actions from the previous meeting were complete, overtaken or on the agenda.

### **5 EXTERNAL ENGAGEMENT COMMITTEE: REMIT AND OPERATION**

- 5.1 The Committee NOTED an update on recent developments within the Corporate Development function, and a proposal put forward by the new Committee Chair and the Vice Principal Corporate Development on the presentation of future Committee business.
- 5.2 The Committee NOTED that to align with Corporate Development business, as per the realignment of the Executive Team, members were asked to consider whether it was appropriate to change its title to the 'Corporate Development Committee'. The Vice Principal advised the Committee that the proposed title was in line with governance arrangements across the college sector. The Committee DISCUSSED the proposed title, and AGREED to endorse it to the Board for consideration at its next meeting on 18 June.
- 5.3 The Committee NOTED that in order to rationalise its business, and ensure that members received appropriate information on all areas of business within the scope of the Committee's terms of reference, it was proposed that future meeting agendas were divided into three sections: (i) Commercial, International and Alternative Funding; (ii) Brand & Reputations; and, (iii) Relationships. The Committee DISCUSSED the proposed development and AGREED that its future agendas would be presented in the proposed format.
- 5.4 The Committee NOTED that, in line with a recent internal audit recommendation, a programme of work for the next three scheduled meetings would be provided to members' for consideration. The Vice Principal advised the Committee that this would support the effective monitoring of all aspects of business within the remit of the Committee in a timely manner.

### **6 COMMERCIAL REPORT**

- 6.1 The Committee NOTED a report on the commercial income of the College covering planned activity and sales pipelines in 2018/19. The Head of Commercial advised the Committee that the main risks to income related to scheduled courses falling short of their full year target, and outlined the work of the College to reduce the current financial shortfall.

- 6.2 The Committee NOTED that the College had drawn down on its full Flexible Workforce Development Fund (FWDF) allocation of £1.6m in 2018/19. The Head of Commercial advised the Committee that it was anticipated that the end of May report to the SFC would conclude the College's activity on the fund for this academic year, with all funds allocated and fully contracted.
- 6.3 The Committee NOTED that applications for Foundation Apprenticeships were progressing positively, following the Commercial Team's hard work promoting and delivering such work-based learning opportunities. The Head of Commercial informed the Committee that the College was on target to reach its contracted Skills Development Scotland (SDS) activity relating to Foundation and Modern Apprenticeships.
- 6.4 The Committee NOTED and DISCUSSED the current costing model implemented by the College. The Committee Chair, on behalf of members, welcomed the opportunity to review the costing model, and consider the approach taken by statutory public sector organisations such as the College. The Committee AGREED that it would continue to monitor progress against commercial targets going forward through the quarterly Commercial Report.
- 6.5 The Committee NOTED that the first implementation workshops for the Customer Relationship Management (CRM) system had taken place in May 2019. The Vice Principal informed the Committee that the CRM would be rolled out in conjunction with the College's newly formed Employer Engagement Group, which had been set-up to develop a broader College strategy on employer engagement. The Committee Chair welcomed the continued development of the CRM which was a central pillar of the Commercial Strategy 2017-22.
- 6.6 The Committee welcomed the overall year-to-date commercial and international performance of the College, and NOTED that the Commercial Team were expected to meet their 2018/19 targets. The Committee Chair advised the Committee that, although scheduled courses had underachieved to date, both FWDF and International activities had performed strongly and commended the Commercial Team's continued efforts in these areas.

***The Head of Commercial, Jane Grant, left the meeting***

## **7 COMMUNITY PLANNING PARTNERSHIP REPORT**

- 7.1 The Committee NOTED an update on the work of the College as part of the regions Community Planning Partnerships (CPPs), which outlined specific matters arising that were of relevance to the College.
- 7.2 The Committee NOTED that after a period of significant change over the last two years, across all three CPPs in the region, each CPP had now agreed new statutory plans and new local governance arrangements. Further to this, the Head of Communications, Policy & Research informed the Committee that the College's future focus on CPP activity would be as follows:

- (i) **Local Outcome Improvement Plans** - tackling poverty and inequality at the CPP area level;
- (ii) **Locality Plans** - improving outcomes in areas of deprivation, including SIMD 10 and 20 areas;
- (iii) **Children's Services Plans** - improving children and young people's outcomes;
- (iv) **Community Learning and Development Plans** - improving adult learning, ESOL, community capacity building, and youth work outcomes.
- (v) **Economic Development Plans** - improving enterprise and skills, economic regeneration, industry/employer engagement, and employability outcomes.

7.3 The Committee NOTED that focusing on these areas of CPP activity would enable the College to enhance its contribution to tackling poverty and inequality, and social and economic prosperity in the region. The Head of Communications, Policy & Research advised the Committee that it would also enable the College to meet various legal duties, be better aligned to Scottish Government national policy priorities, and improve the scale and quality of community engagement.

7.4 The Committee DISCUSSED the requirements placed on CPPs to publish performance information annually, and AGREED that senior representatives from all three CPPs should be invited to meet with the Committee in 2019/20 - to discuss Partnership's performance and what the College could do to support further improvements. The Committee AGREED that prior to an invitation being circulated to CPP representatives the Committee Chair and Executive Lead would approve a specific question, to ensure that any discussion remained focused and strategic.

## 8 GRANTON WATERFRONT DEVELOPMENT

8.1 The Committee NOTED an update on the Granton Waterfront Development Project, one of the UK's most significant waterfront regeneration initiatives, which is part of the wider Edinburgh Waterfront Project. The Head of Communications, Policy & Research advised the Committee that the Project included: the construction of over 4,000 new homes; new early years and primary school provision; an expanded retail and leisure offer; new green and waterside public spaces; archiving, exhibition space and office developments by the National Galleries Scotland and National Museums Scotland; proposed transport improvements; and, expansion of SME incubator space.

8.2 The Committee NOTED the Granton Waterfront Development Project governance arrangements, and the five strategic outcomes agreed by its board of key stakeholders.

8.3 The Committee NOTED that the Granton Waterfront Development Project provided numerous opportunities for the College, and an update on several ongoing work streams was provided. The Head of Communications, Policy & Research highlighted to the Committee that educationalists in the region had come together to develop a draft Granton Learning Strategy, which would be central to improving partnership working and addressing poor educational outcomes in the area.

8.4 The Committee welcomed the update provided and DISCUSSED the following points:

- (i) The Granton Community Day held by the College on 01 June 2019 and the positive impact of such events;
- (ii) the development of a master framework for the project and its proposed publication in autumn 2019;
- (iii) the future purpose of the disused gas holder to the north of the Granton Campus, and the engagement of the College with the Council to explore opportunities;
- (iv) the potential increase in footfall on the Granton Campus following redevelopment in the area.

8.5 The Committee NOTED that it would receive further updates of the Granton Waterfront Development Project under its future reportage on 'Relationship', as highlighted under Paragraph 5.3.

## **9 CITY REGION DEAL**

9.1 The Committee NOTED an update on progress relating to the City Region Deal, which in August 2018 had received a formal commitment to funding from the Scottish and UK Governments.

9.2 The Committee NOTED that the two targeted skills gateway projects which sit within the Integrated Regional Employability Skills (IRES) programme had been approved by its Executive Board. The Head of Communications, Policy & Research advised the Committee that on 01 March, that approval for the projects and their funding had been finalised.

9.3 The Committee NOTED that the Vice Principal Innovation Planning & Performance was in the process of drafting a job description for a post to lead the Data Driven Skills Gateway which would be hosted by Edinburgh College. The Committee DISCUSSED the funding of the new post through the City Region Deal and the incorporation of data driven skills into College courses.

9.4 The Committee NOTED that Edinburgh Napier University would lead on the Housing-Construction-Infrastructure Gateway.

## **10 COMMUNICATIONS, MARKETING AND ENGAGEMENT REPORT**

10.1 The Committee NOTED a Marketing, Communications and Events Quarterly Update, which provided a summary of activity over March to May 2019.

10.2 The Committee NOTED that a new Edinburgh College website project had been initiated and an invitation to tender was under development. The Committee DISCUSSED the proposed timescale for the redevelopment of the website, recognising that it would be a substantial project which would require to be completed in phases. The Vice Principal Corporate Development advised the Committee that the new website would initially focus on the provision of information to students (new and

existing) and would engage with existing student experience software (including Moodle).

10.3 The Committee NOTED the potential benefits of a redeveloped website in terms of publicising the College's commercial portfolio. The Committee DISCUSSED the importance of ensuring that any development proposal considered the overall structure before then focusing on the detail of each different user group who would engage with the website.

10.4 The Committee NOTED that the *#ECstudentstories* campaign continued to profile the College's diverse student body as part of the August 2019 course recruitment campaign. The Committee DISCUSSED the campaign, and the ECSA Student President praised the Marketing Team for the visibility of the campaign across Edinburgh and the Lothians.

## **11 HORIZON SCANNING REPORT**

11.1 The Committee NOTED a Horizon Scanning Report which outlined major political, economic, social, technological, legal and/or environmental developments that could impact on the five strategic plan aims of the college. The Head of Corporate Development advised the Committee that further to this, the report also indicated what the College was doing to address these impacts.

11.2 The Committee DISCUSSED the Horizon Scanning Report and NOTED that the report's cover sheet should be used to highlight specific points of interest for individual committees of the Board. The Committee Chair welcomed this development and hoped that the Committee would have an opportunity at future meetings to discuss key developments that may impact on strategic operations within its remit.

## **12 REVIEW OF COMMITTEE OPERATION 2018/19**

12.1 The Committee NOTED that at the end of each academic year the Committee is required to review its annual activity. The Committee Chair advised the Committee that the same evaluation form, which asked members to consider the committee's operation and its performance monitoring and strategic roles, would be completed by all committees of the Board.

12.2 The Committee AGREED that its operation was compliant with its terms of reference, as outlined in 'Part 1' of the evaluation form.

12.3 The Committee DISCUSSED its performance in relation to its performance monitoring, strategic roles, decision-making and relationship. The Committee AGREED that its change in title and the rationalisation of its business, as discussed under Paragraph 5, should be referenced in the evaluation form. Further to this, the Committee AGREED that reference to the proposal to invite CPP representatives to attend future meetings (Paragraph 7.4) should be included.

- 12.4 The Committee NOTED that the Clerk to the Board would incorporate the additions highlighted in Paragraph 11.3, prior to a finalised evaluation form being recirculated to the Committee for approval.

### **13 ANY OTHER COMPETENT BUSINESS**

#### **13.1 DEPARTURE OF STUDENT BOARD MEMBER**

- 13.1.1 The Committee NOTED that the Student President, Sarah Hay, would be stepping down from her role on 01 July. The Committee Chair, on behalf of members, thanked the Student President for his contribution to the External Engagement Committee over the past year.

### **14 DATE OF NEXT MEETING**

- 14.1 The next meeting of the External Engagement Committee shall take place on 27 August 2019, in the Boardroom, Milton Road Campus.

***Meeting closed at 14:40***