



For the future you want

CORPORATE DEVELOPMENT COMMITTEE

MINUTES OF MEETING OF 07 SEPTEMBER 2021

15:00, Remote Meeting via Microsoft Teams

Present: Bruce Cassidy; Rose Dodgson; Lesley Drummond (Chair); Ann Landels; Gwen Raez; Azra Sharif-Qayyum

In attendance: Nick Croft; Audrey Cumberland; Michael Jeffrey; Marcus Walker (Clerk)

1. WELCOME AND APOLOGIES

1.1 The Committee NOTED that no apologies had been received.

1.2 The Committee NOTED that members of the Marketing Team would join the meeting for *Item 8, Brand and Reputation Report*, to provide an update on the development of the new Edinburgh College website.

2. DECLARATIONS OF INTEREST

2.1 None.

3. MINUTES OF PREVIOUS MEETING

3.1 The Committee APPROVED the minutes from 1 June 2021 as an accurate record of the meeting.

4. MATTERS ARISING REPORT

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

4.2 *COLLAB PARTNERSHIP (Minute 4.3/17.11.20 refers)*

4.2.1 The Committee NOTED that the Principal would write to the Chief Executive of COLLAB shortly to confirm that 2021/22 would be the final year of the College's membership of the partnership. The Chair advised the Committee that this action aligned with a previous recommendation made by the Corporate Development Committee.

5. TERMS OF REFERENCE

- 5.1 The Committee NOTED that the Code of Good Governance dictated that committees of the Board should regularly review their terms of reference to ensure they remain fit for purpose.
- 5.2 The Committee NOTED its Terms of Reference as previously agreed on 25 August 2020 and AGREED that no further updates were required.

6. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT

- 6.1 The Committee NOTED that the College had agreed a significant number of contracts with Flexible Workforce Development Fund (FWDF) Phase 1 levy payers in 2021/22, whilst contractual agreement with Phase 2 SMEs had also performed strongly. However, the Vice Principal Corporate Development advised the Committee that most SME clients were looking for professional qualifications and that due to tight timeframe of the fund many felt unable to commit. The Committee NOTED the college sector continued to lobby for an extension to both the allocation and start date to support the next intake of SMEs.
- 6.2 The Committee NOTED that activity relating to facilities hire remained low, although conversations with clients remained ongoing in anticipation of further lifting of Covid-19 restrictions. The Vice Principal advised that Committee that the move to Beyond Level 0 presented an opportunity to begin the transition back to campus activity in the new academic session.
- 6.3 The Committee NOTED that the College continued to support Foundations Apprenticeship (FA) students on placement and had now secured placements for those that remained unallocated. The Committee NOTED that FA applications for the new academic year had gone live in February 2021, although to date the College had only been able to offer limited places due to a number of factors related to the Covid-19 Pandemic. The Vice Principal informed the Committee that the College awaits clarification on the funding for FAs for this academic year, with the SFC currently offering colleges contracts based on the previous year's terms.
- 6.4 The Committee NOTED the Commercial Team had begun a review of its Modern Apprenticeship (MA) programmes and their management, to improve delivery and help continue the expansion of MAs at the College. The Vice Principal advised the Committee that a key focus of the review was to diversify the range and areas of operation with apprentices, in line with regional and national needs.
- 6.5 The Committee NOTED that commercial international income through projects in China had performed well, however, in other areas of income their remain significant challenges due to the Covid-19 Pandemic. The Vice Principal informed the Committee that continuing uncertainty around international travel meant that the College was unsure when it would be able to host international groups in Edinburgh again, or when it would be able to send staff overseas to deliver courses.
- 6.6 The Committee DISCUSSED requirements placed on international student to engage in in-country learning, and the current quarantine restrictions placed on students entering the UK. The Vice Principal advised the Committee that the

Association of Colleges and Colleges Scotland were both lobbying the UK and Scottish Governments to ensure international students were not negatively impacted.

- 6.7. The Committee NOTED that, following the departure of the Head of Commercial in August 2021, work was now underway to review, adapt and reimagine the senior management role to lead the College's commercial activities, innovation, knowledge exchange, industry engagement, regional intelligence/economic analysis and collaboration. The Vice Principal advised the Committee that Aspen People Ltd. had been appointed to support the College in developing both a recruitment process and an engagement strategy to attract appropriate candidates.
- 6.8 The Committee NOTED and DISCUSSED the excellent work done by both the Commercial and International Teams to mitigate the significant challenges posed by the Covid-19 Pandemic. The Principal and the Vice Principal commended both Teams and advised the Committee that they were broadly content with progress to date towards meeting the College's 2021/22 commercial income targets.

7 RELATIONSHIP REPORT

7.1 RELATIONSHIPS UPDATE

- 7.1.1 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.
- 7.1.2 The Committee NOTED that the Senior Management Team had completed a mapping exercise of all external stakeholder engagement activity undertaken by the Executive, SMT and Middle Managers. The Head of Communications, Policy and Research advised the Committee that 250 external groups, networks, and partnerships with which the College engages with had been identified.
- 7.1.3 The Committee NOTED that an internal group had been set-up by the Corporate Development function to better coordinate both engagement and impact across external entities. The Head of Communications, Policy and Research informed the Committee that this group would provide a report to members at a future meeting on the associated opportunities, successes, and challenges.
- 7.1.4 The Committee DISCUSSED the number of external groups, networks and partnerships the College engaged with, and welcomed the completion of the mapping exercise. The Head of Communications, Policy and Research highlighted the importance of the CRM system in terms of managing such information, and the need to appropriately grade and code contacts going forward.
- 7.1.5 The Committee NOTED that the College was currently engaged across the region in several partnerships to address the climate crisis, including the Edinburgh Climate Compact. The Head of Communications, Policy and Research advised the Committee that the College had also signed several local

and national declarations and agreements to support the race to net zero carbon emissions by 2030.

7.1.6 The Committee DISCUSSED the work of the College to meet the aims of its Environmental Sustainability Strategy, and its regional role in tackling climate change. The Committee AGREED that, in line with a proposal put forward by the ECSA Student President, the Principal should consider how to further communicate the strategic position of the College to students, staff and other stakeholders.

7.2 COMMUNITY PLANNING PARTNERSHIP REVIEW

7.2.1 The Committee NOTED a presentation on a recent review of the College's engagement in Community Planning Partnerships (CPPs). The Head of Communications, Policy and Research outlined the commitments of the College under the Community Empowerment (Scotland) Act 2015 and the range of Partners involved in Community Planning activities.

7.2.2 The Committee NOTED the structures and priorities of CPPs in the City of Edinburgh, Midlothian, and East Lothian. The Head of Communications, Policy and Research advised the Committee that the College had mapped all CPP activity, actions, performance measures and engagement, and following a period of analysis had delineated five key recommendations:

- (i) The development of a set of guiding principles required to inform engagement.
- (ii) More targeted engagement.
- (iii) Improve internal coordination and information sharing required.
- (iv) Agreed CPP key performance indicators.
- (v) Improved reporting to the Committee and the Board.

7.2.3 The Committee welcomed the recommendations arising from the review of CPP engagement and DISCUSSED the direct and indirect impacts of the College in the regions which it operates. The Head of Communications, Policy and Research emphasised the need to ensure that all regional partners understood the power of the College, especially in terms of upskills and reskilling.

8. BRAND AND REPUTATION REPORT

The Marketing Manager, Marketing Officer and Digital Marketing Officer joined the meeting

8.1 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.

8.2 The Committee NOTED a presentation from the Marketing Team on the development of the new Edinburgh College website, which would be launched in October 2021. The Vice Principal Corporate Development advised the Committee that a decision had been taken to delay the launch on the new website to ensure that the application and induction period for new students was not unintentionally affected.

- 8.3 The Committee welcomed the design and functionality of the new website and DISCUSSED the potential for a launch event. The Chair advised the Committee that a launch event would not only be beneficial to promote the new website, but also to gain feedback from users on its functionality.

The Marketing Manager, Marketing Officer and Digital Marketing Officer left the meeting

9. ANY OTHER COMPETENT BUSINESS

9.1 CORPORATE DEVELOPMENT COMMITTEE ANNUAL REPORT 2020/21

9.1.1 The Committee NOTED that it had been asked by the Board to present an annual report to the Board on 29 September 2021. The Chair advised the Committee that the report would highlight key matters of business considered by the Committee and future areas of development.

9.1.2 The Committee DISCUSSED and AGREED that a draft version of the annual report should be circulated to members for further comment prior to its presentation to the Board by the Committee Chair.

10. FOR INFORMATION

10.1 COMMITTEE PROGRAMME OF WORK 2020/21

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

11. DATE OF NEXT MEETING

11.1 The next meeting of the Corporate Development Committee will take place on 23 November 2021.

Meeting closed at 16:40