



For the future you want

## **CORPORATE DEVELOPMENT COMMITTEE**

### **MINUTES OF MEETING OF 02 MARCH 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; Jane Grant; Michael Jeffrey; Toni McAlindin; Sat Patel (City of Edinburgh Council); Marcus Walker (Clerk)

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

- 1.1 The Committee NOTED that no apologies had been received.
- 1.2 The Chair welcomed Toni McAlindin, a Non-Executive Board Member, to the Corporate Development Committee as observer.
- 1.3 The Chair welcomed Sat Patel, Programme Lead (Edinburgh Waterfront) at City of Edinburgh Council to the Committee for *Item 5.1; Granton Waterfront Development Update*.

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

- 2.1 None.

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

- 3.1 The Committee APPROVED the minutes from 17 November 2020 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.

## 5. RELATIONSHIPS REPORT

### 5.1 GRANTON WATERFRONT DEVELOPMENT UPDATE

5.1.1 The Committee NOTED an update on the Granton Waterfront Development (GWD), one of the biggest development projects of its type in Scotland, from its Programme Lead. The Programme Lead informed the Committee that the overarching goal of the project was to create sustainable growth and help Edinburgh become a greener, fairer economy.

5.1.2 The Committee NOTED that, along with its partners, City of Edinburgh Council had invested over £250m in the surrounding neighbourhoods to deliver:

- (i) Approximately 3,500 new net zero carbon homes;
- (ii) Business start-up space and commercial opportunities;
- (iii) Europe's largest coastal park through creating new and enhanced green spaces;
- (iv) Creative arts, culture and leisure space;
- (v) Key services including a school and health centre.

5.1.3 The Committee NOTED that an outlined business case for 'Phase 1' of the project was underdevelopment, with a view to work on a full business case commencing in late 2021. The Programme Lead advised the Committee that a number of early action projects were currently being undertaken to open spaces up to, and engage with, the local community.

#### ***The Vice Principal Corporate Development joined the meeting***

5.1.4 The Committee DISCUSSED the following points in relation to the GWD:

- (i) The participation of Creative Industries in a project to illuminate the disused gas holder;
- (ii) Discussions to involve stonemasonry students in restoration work to the Granton Station, an Edwardian B-listed building;
- (iii) The creation of culture and learning strategies for the area in collaboration with the College;
- (iv) The engagement of the Programme Team with local projects, including Warrington Farm, Granton Castle Walled Garden and Fresh Start, an Edinburgh based charity helping people who have been homeless get established in their new home;
- (v) The potential for the College to develop a Construction and Technical Institute at its Granton Campus.

5.1.5 The Committee NOTED that the delivery of the Granton Learning Strategy<sup>1</sup>, which the Vice Principal Corporate Development and the Head of Communications, Policy & Research had extensively engaged in, was central to the core business of the College. The Head of Communications, Policy & Research advised the Committee that the College remained

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<sup>1</sup> [Granton Waterfront: culture and learning strategy document](#)

engaged in identifying new partnership working opportunities with local partner organisations.

5.1.6 The Committee NOTED that the College continued to engage with the SFC around the development of a full business case proposal for a Construction and Technical Institute at Granton. The Vice Principal Corporate Development advised the Committee that an update on progress would be presented to the Board in due course, through the Policy & Resources Committee.

5.1.7 The Chair, on behalf of the Committee, thanked the Programme Lead for updating members on recent developments relating to the GWD. The Committee NOTED that the Programme Lead would be invited back to give further updates on the project once a full business case had been submitted.

***The Programme Lead (Edinburgh Waterfront) at City of Edinburgh Council left the meeting***

**5.2 RELATIONSHIPS UPDATE**

5.2.1 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.

5.2.2 The Committee NOTED that a final report by the Edinburgh Poverty Commission had been published<sup>2</sup>. The Head of Communications, Policy & Research advised the Committee that the delivery of recommended actions within the Report sat with the City of Edinburgh CPP, through which the College played a key role in terms of education, employability and community engagement.

5.2.3 The Committee NOTED that a key action, within the Report, was for anchor institutions to sign-up to a pledge to help end poverty by 2030 in the City of Edinburgh. The Head of Communications, Policy & Research advised the Committee that a statement for publication across all College communication channels had been drafted for its consideration.

5.2.4 The Committee DISCUSSED the following with regards to the draft statement:

- (i) The statement's definition of poverty, and the ambitiousness of the aim to end poverty by 2030;
- (ii) The aspiration to end poverty and the practical steps that would need to be taken by the College and its partners;
- (iii) The inclusion of actions within the College Equality Outcomes Plan, as means to ensure actions remained measurable.

5.2.5 The Committee AGREED that the draft statement should include reference to the College Equality Outcomes Plan. The Committee APPROVED the proposed Statement, subject to approval of the Equality Outcomes and Mainstreaming Report 2021-25 by the Board on 23 March 2021.

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<sup>2</sup> [Edinburgh Poverty Commission – A Just Capital – Actions to End Poverty in Edinburgh' Final Report](#)

5.2.6 The Committee NOTED that, following discussions at its previous meeting, a '*Draft Board Core Script and Key Messages*' document had been developed by the College. The Head of Communications, Policy & Research advised the Committee that the document would be provided to new Board members at the point of induction, and made more widely available once Board engagement at external events had increased - post Covid-19 Pandemic.

5.2.7 The Committee DISCUSSED the draft document and AGREED that a more concise version, with high-level sound bites, should be circulated to the Board for further consideration. Further to this, the Committee AGREED that work should continue to develop a list of Board members external engagement networks, in order to better utilise the networks for engagement, partnership and public relations purposes.

5.2.8 The Committee NOTED the significant level of CPP engagement reported to members during the academic year. The Interim Chair of the Board informed the Committee that such high levels of engagement should not be taken for granted, as a number of other colleges across the sector still had limited engagement with their community partners.

## **6. EU WITHDRAWAL REPORT**

### ***The Head of Commercial joined the meeting***

6.1 The Committee NOTED an updated analysis of the implication of EU withdrawal on Edinburgh College business. The Vice Principal Corporate Development informed the Committee that an agreement was reached between the UK and the European Union before the end of the transition period on 31 December 2020.

6.2 The Committee NOTED that the agreement, in summary, indicated arrangements for trade in goods, trade in services and investment, digital trade, capital movements, procurement, energy, and regulatory provision. The Vice Principal Corporate Development outlined to members the preparations for EU withdrawal put in place by both the UK and Scottish Governments.

6.3 The Committee NOTED that, under a new immigration system for EU/EEA/Swiss citizens arriving in the UK after 01 January 2021, there would be restrictions on the type of course they could study and their rights to work. The Vice Principal Corporate Development advised the Committee that the majority of EU citizens would no longer be eligible for Home fees and student funding, and would be classed as 'international', for the academic year 2021/22.

6.4 The Committee NOTED that the College expected the number of EU students classed as 'international' would be significantly lower than the number of students who had 'settled' and 'pre-settled' status. The Vice Principal Corporate Development advised the Committee that this provided a degree of stability in the short-term, although in the coming years this could potentially impact upon immigration.

6.5 The Committee DISCUSSED the Tier 4 accreditation of the College, and the recruitment of international students. The Vice Principal Corporate Development informed the Committee that, at present, international contracts had been

prioritised over the recruitment of Tier 4 students - although going forward the College aims to develop its international recruitment activities.

- 6.6 The Committee welcomed the opportunity to consider an update on the implications of EU withdrawal, and NOTED that the report had been reviewed by the Audit & Risk Assurance Committee on 24 February 2021. The Chair advised the Committee that, for information, the EU Withdrawal Report would be circulated to all Board members.

## **7. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT**

- 7.1 The Committee NOTED an overview of the commercial income in the academic year 2019/20, and the proposed approaches of the Commercial UK and International Teams for 2020/21.

- 7.2 The Committee NOTED that the Commercial Development budget had been reforecast to reflect the continuing impacts of the Covid-19 Pandemic. The Head of Commercial Development advised the Committee that the Flexible Workforce Development Fund (FWDF) did not mitigate all of the other downward projections against the proposed budget for 2020/21, however, the UK Government's Job Retention Scheme and savings on both travel and catering would help reduce expenditure.

- 7.3 The Committee NOTED that the Commercial Development Team was currently managing the workload of two overlapping funding years for FWDF, due to some clients currently being on furlough or undergoing restructuring. The Head of Commercial Development informed the Committee that re-tendering for the Associate Framework and an expanded team had helped the College in delivering at volume, and ahead of the sector.

- 7.4 The Committee welcomed the update provided, and DISCUSSED the following points:

- (i) The development of an updated online prospectus;
- (ii) The use of FastTrack courses to re-skill, and/or boost the skills, of individuals seeking employment;
- (iii) Online content creation undertaken by staff, and the potential to develop commercial products;
- (iv) The final stages of CRM development, with the aim to have an active system by the end of March 2021.

- 7.5 The Chair, on behalf of the Committee, thanked the Commercial Development Team for their efforts to meet the challenges posed by the Covid-19 Pandemic, and its impact on shape of the commercial business model.

***The Head of Commercial left the meeting***

## **8. BRAND AND REPUTATION REPORT**

- 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 the new Edinburgh College website remained underdevelopment and was expected to launch in April 2021. The Head of

Communications, Policy & Research informed the Committee the scoping phase was now complete, and Innovation Digital had begun to build the website inline with the agreed site map.

8.3 The Committee DISCUSSED the new website and AGREED that prior to the next meeting of the Board, on 23 March 2021, members should receive a presentation on its improved accessibility and functionality.

8.4 The Committee NOTED the work of the new Edinburgh College Research Unit (ECRU) continued to progress. The Head of Communications, Policy & Research advised the Committee the ECRU been established with a £5k budget for research scholarships, and match funding had been indicated by the Edinburgh College Development Trust.

8.5 The Committee DISCUSSED proposed research and development activities to be undertaken by the ECRU. The Committee AGREED that it would welcomed the opportunity to learn more about the ERCU, and invited a presentation from the Head of Curriculum Performance & Planning on the Research Unit at its next meeting.

## **9. ANY OTHER COMPETENT BUSINESS**

9.1 None.

## **10. FOR INFORMATION**

### **10.1 HORIZON SCANNING REPORT**

10.1.1 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.

### **10.2 COMMITTEE PROGRAMME OF WORK 2020/21**

10.2.1 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 25 May 2021.

***Meeting closed at 16:45***