



For the future you want

CORPORATE DEVELOPMENT COMMITTEE

APPROVED MINUTES OF MEETING OF 26 MAY 2020

14:00, Remote Meeting via Microsoft Teams

Present: Bruce Cassidy; Lesley Drummond (Chair); 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 Audrey Cumberland, Carla Ford and Azra Sharif-Qayyum.
- 1.2 The Committee NOTED that, due to the Covid-19 Pandemic and the implementation of UK-wide social distancing measures introduced by the UK Government, the Board and its committees would hold virtual meetings until further notice.

2. DECLARATIONS OF INTEREST

- 2.1 None.

3. MINUTES OF PREVIOUS MEETING

- 3.1 The Committee APPROVED the minutes from 03 March 2020 as an accurate record of the meeting.

4. MATTERS ARISING REPORT

- 4.1 Actions from the previous meeting were complete, overtaken or on the agenda.
- 4.2 *2019 BOARD EFFECTIVENESS REVIEW [Ref. 5.2.3 / 19.11.19 refers]*

The Committee NOTED that the 2019 Board Effectiveness Review and the associated Improvement Plan had been approved by the Board on 30 March 2020, and submitted to the SFC. The Clerk advised the Committee that it would have an opportunity to review progress against recommendations relating to 'External

Engagement', including the further development of key stakeholder communications, in the next academic year.

5. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT

5.1 COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING UPDATE

- 5.1.1 The Committee NOTED a report on the year-to-date commercial income of the College in the academic year 2019/20. The Head of Commercial highlighted to the Committee that following its last meeting all College campuses had closed on 20 March 2020 (- until further notice) in response to the Covid-19 pandemic.
- 5.1.2 The Committee NOTED that prior to lockdown measures being implemented by the UK Government, the College had performed well across key commercial income lines, particularly with regards to Flexible Workforce Development Fund (FWDF), Bespoke and Facilities Hire. The Head of Commercial advised the Committee that almost £1.6m of FWDF had been allocated by the end of March 2020, with a remaining £35k awaiting allocation.
- 5.1.3 The Committee NOTED that the main challenge facing the Commercial UK Team related to the postponement of face-to-face training due to social distancing measures. The Head of Commercial advised the Committee that the Enterprise & Commerce Faculty had converted many of its professional qualifications to support online delivery, which had helped provided some continuity for a number of clients.
- 5.1.4 The Committee NOTED that the practicalities of assessing apprentices progress and engaging with employers had been severely restricted by lockdown measures. The Head of Commercial advised the Committee that discussions between Colleges Scotland and both Skills Development Scotland and awarding bodies, to consider timelines to deliver contracts and draw down milestone payments, remained ongoing.
- 5.1.5 The Committee NOTED that the International Team had lost £426k of planned work in 2019/20 due to the Covid-19 crisis, which included the removal of summer school income. The Head of Commercial informed the Committee that scheduled pipeline activity overseas also remained at risk if lecturers were unable to travel in July/August for the face-to-face elements of courses.
- 5.1.6 The Committee DISCUSSED the immediate impacts on the Covid-19 pandemic on commercial and international income, and the uncertainty around the medium to long term impacts (both nationally and globally) on the College.
- 5.1.7 The Committee NOTED a presentation from Non-Executive Board Member, Gwen Raez, on recent work undertaken by Visit Scotland in response to the Covid-19 pandemic. The Committee DISCUSSED initial forecasting around domestic economic recovery and the international business markets. The Committee Chair, on behalf of members, thanked Ms Raez for the strategic insights provided, and

acknowledged that practical communications with key stakeholders would be of significant importance going forward.

5.2 COMMERCIAL & INTERNATIONAL STRATEGY REVIEW

- 5.2.1 The Committee NOTED a verbal update from the Vice Principal Corporate Development on the proposed review of the Commercial & International Strategy. The Vice Principal advised the Committee that due to the current climate, and the cancellation of the Board Strategy Day on 28 April 2020, a review of the Strategy would not be considered until the next academic year.

The Head of Commercial left the meeting

6 RELATIONSHIP REPORT

- 6.1 The Committee NOTED a Relationships update which outlined key developments in relation to stakeholder engagement, Community Planning Partners (CPPs), community and third sector outreach, major partnership projects and Board engagement.
- 6.2 The Committee NOTED that all three CPPs had started to develop Local Economic Recovery Plans, in response to the impacts of the Covid-19 pandemic, through their respective Economic Development Partnership. The Head of Communications, Policy & Research informed the Committee that immediate plans currently focussed on supporting local businesses to access government grants and loans, and supporting those who had become unemployed.
- 6.3 The Committee NOTED that physical development work on the Granton Waterfront Development had temporarily been delayed, however, work continued on the Outline Business Case for a new construction facility at the Granton Campus. The Head of Communications, Policy & Research advised the Committee that discussions also continued on the delivery of the Granton Learning Strategy, which focused on closer partnership working between community and adult learning providers in the area - to improve adult education outcomes.

7. BRAND AND REPUTATION REPORT

- 7.1 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.
- 7.2 The Committee NOTED the significant amount of communications activity undertaken in response to the Covid-19 pandemic and its wider impact on the operations of the College. The Head of Communications, Policy & Research advised the Committee that a three-month Communications Plan had been developed for students and staff to retain engagement during the lockdown period and the closure of College campuses.
- 7.3 The Committee NOTED that marketing activity for the August 2020/21 academic year had been temporarily suspended over the initial lockdown and Easter period, however, it had subsequently recommenced and was business as usual for new applications. The Head of Communications, Policy & Research informed the

Committee that as of April 2020, offers made and accepted had increase 40% on the previous academic year.

- 7.4 The Committee NOTED that learning and teaching staff and technologists at the College had continued to develop content through Moodle, to enhance student's online learning experience. The Committee DISCUSSED current data on the usage of Moodle by students, and the need to ensure that further staff development on these platforms takes place.
- 7.5 The Committee NOTED that following an unsuccessful tender process for the College website earlier in the year, a re-tender had been prepared and issued. The Head of Communications, Policy & Research advised the Committee that the initial response to the tender had been positive, and further updates would be provided to the Committee and the Board in due course. The Committee DISCUSSED the importance of the website with regards to maintaining practical communications with stakeholders (Paragraph 5.1.7 refers) and supporting student recruitment.

Bruce Cassidy left the meeting

8. ANY OTHER COMPETENT BUSINESS

8.1 REVIEW OF COMMITTEE OPERATION 2019/20

- 8.1.1 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.
- 8.1.2 The Committee AGREED that its operation was compliant with its terms of reference, as outlined in 'Part 1' of the evaluation form.
- 8.1.3 The Committee DISCUSSED its performance over the academic year, and AGREED that, subject to the inclusion of further detail on how the Committee had influenced strategy, it was content with the review as a summary of its operation over the academic year.

9. FOR INFORMATION

9.1 HORIZON SCANNING REPORT

- 9.1.1 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. The Head of Communications, Policy and Research advised the Committee that the specific focus of this edition of the report was the impact of the Covid-19 Pandemic on the international, national and regional economy.

9.2 COMMITTEE PROGRAMME OF WORK 2020/21

9.2.1 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 August 2020.

Meeting closed at 15:35