



For the future you want

## **CORPORATE DEVELOPMENT COMMITTEE**

### **MINUTES OF MEETING OF 27 AUGUST 2019**

**15:00, Room 4-02, Milton Road Campus**

**Present:** Bruce Cassidy; Lesley Drummond (Chair); Carla Ford; Ann Landels; Gwen Raez

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

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

1.1 Apologies were received from Azra Sharif-Qayyum.

1.2 The Chair welcomed the new ECSA Student President, Carla Ford, to her first meeting of the Committee.

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

2.1 None.

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

3.1 The Committee APPROVED the minutes from 28 May 2019 as an accurate record of the meeting.

#### **4. MATTERS ARISING**

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

Actions from the previous meeting were complete, overtaken or on the agenda.

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

- 4.2.1 The Committee NOTED an updated version of the Review of Committee Operation 2018/19, as agreed by Members outwith the meeting.

## **5. TERMS OF REFERENCE**

- 5.1 The Committee NOTED its Terms of Reference as previously agreed in September 2018. The Chair advised the Committee 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 DISCUSSED the Terms of Reference and AGREED that its 'Role & Remit' should be updated to specifically align to the following three key strategic areas agreed by members in May: (i) Commercial, International and Alternative Funding; (ii) Brand & Reputations; and, (iii) Relationships. Further to this, the Committee AGREED that the job titles of the Vice Principal Corporate Development and the Head of Communication, Policy & Research should be updated to reflect changes following a recent review of the senior management.
- 5.3 The Committee APPROVED its Terms of Reference, subject to the changes outlined in Minutes 5.2, and AGREED that an updated document should be attached as an appendix to the draft minutes of the meeting - for approval by the Board.

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

- 6.1 The Committee NOTED a report on the commercial income of the College covering the academic year 2018/19, and an update on progress into 2019/20.
- 6.2 The Committee NOTED that the Commercial UK Team had delivered over £1.6m in Flexible Workforce Development (FWDF) activity in the academic year 2018/19. The Head of Commercial informed the Committee that the College had contracted 120 FWDF clients and enrolled 2997 delegates, to date, through the development of a sector leading Associate Trainer framework.
- 6.3 The Committee NOTED that FWDF activity was delivered as Bespoke training, and had accounted for a significant amount of the Commercial UK Team's resources. The Head of Commercial advised the Committee that, due to focus placed on FWDF activity, 2018/19 Bespoke income had come in under target. The Committee NOTED the ambitions of the College going forward to mitigate any potential drop in Bespoke income, and future plans for growth and sustainability which revolved around clear account management with businesses - partly facilitated by the new Customer Relationship Management System (CRM).
- 6.4 The Committee DISCUSSED the need to capture case studies relating to the FWDF in order to highlight the positive work the College does with businesses. The Committee NOTED that the College was keen to develop other channels where it could co-invest in training, upskill and reskilling, including products such as external innovation vouchers. The Head of Commercial advised the Committee that such

products, as promoted by Interface Scotland, had been designed to encourage new first-time partnerships between a company and a university or college.

- 6.5 The Committee NOTED that Scheduled Courses continued to pose a challenge, however, new processes and income meetings for 2019/20 were in place to monitor returns. The Committee DISCUSSED with the Vice Principal Corporate Development and the Head of Commercial their confidence related to the meeting of Scheduled activity targets, and NOTED that Finance were aware of the current pressures in this area.
- 6.6 The Committee NOTED that Foundation Apprenticeship recruitment for the 2019-21 contract reflected the continued embedding of such programmes, with an increase of 176% in applications. The Head of Commercial advised the Committee that although there was much work to do nationally on realising the Scottish Government's ambition to increase the number of Foundation Apprenticeship to all schools, the College had made significant inroads through the development of more flexible approaches with schools and local authorities.
- 6.7 The Committee NOTED new income relating to venue and facilities hire, and DISCUSSED the implications of increased use on equipment and consumable budgets. The Vice Principal Corporate Development advised the Committee that an ongoing review of the asset register was taking place to assess the impact of facilities hire.
- 6.8 The Committee NOTED that the Commercial International Team had met their 2018/19 target despite significant staff changes over the past 18 months. The Head of Commercial informed the Committee that the College faced challenges to grow its international activities again in 2019/20, and would require further financial resources to continue to grow.
- 6.9 The Committee NOTED that approximately 50% of the College's Commercial International income came through its Panama Bilingual Teacher Training Programme. The Head of Commercial advised the Committee that the recent Panamanian presidential elections and administrative changes had not elicited any changes to the Programme, however, the College was cognisant that there would be a potential decline in activity over the coming years. The Committee DISCUSSED the work of the College to increase its profile in China and other territories, with Scottish Development International (SDI) funded consultancy work which had elicited a number of new Memorandums of Understanding.
- 6.10 The Committee NOTED that the development of a CRM for the College was in its implementation phase, and it was hoped that the system would be fully operational by Autumn 2019. The Head of Commercial advised the Committee that the CRM, in parallel with the new College Employer Engagement Group, would be part of a wider strategic ambition to manage and monetise relationships across the College with industry.

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

## **7. BRAND AND REPUTATION REPORT**

- 7.1 The Committee NOTED a Brand and Reputation Report which outlined progress on activities relating to communications, marketing, business intelligence, corporate development, policy research and public relations. The Vice Principal Corporate Development advised the Committee that although the report provided a summary of activities, it was hoped that going forward that members would have the opportunity to conduct 'deep dives' into specific areas associated with Brand and Reputation.
- 7.2 The Committee NOTED that an invitation to tender and a Tender Assessment Panel had been signed off for redevelopment of the College website. The Head of Communications, Policy and Research informed the Committee that tenders would be assessed from potential suppliers in September.
- 7.3 The Committee NOTED that a new Business Intelligence Group had been established in the College to drive forward this important area of business. The Head of Communications, Policy and Research advised the Committee that the Group had published its first product, 'The Edinburgh College Skills Survey 2019', and would publish further reports on student demographics, College key facts, competitor analysis and campus communities in due course.
- 7.4 The Committee NOTED that a review to strengthen the College brand had been initiated, and an initial audit had identified a number of sub-brands (and various marketing and communication platforms) which were not aligned to the brand guidelines. The Head of Communications, Policy and Research advised the Committee that the findings of the audit would be shared with the Executive and Senior Management Team in September, and consequent actions agreed to strengthen the brand and reputation. Further to this, it was NOTED that actions and timescales for implementation would be report back to the Committee in November.
- 7.5 The Committee DISCUSSED the College brand and the importance of clear brand guidelines and staff adherence to such protocol. The Committee AGREED it would welcome an opportunity at a future meeting to conduct a 'deep dive' into the College brand.

## **8. RELATIONSHIPS REPORT**

### **8.1 RELATIONSHIPS UPDATE**

- 8.1.1 The Committee NOTED Relationships Update which outlined key developments in relation to stakeholder engagement, Community Planning Partnerships (CPPs), community and third sector outreach, major partnership projects and Board engagement. The Vice Principal Corporate Development advised the Committee that it was hoped that going forward that members would have the opportunity to conduct 'deep dives' into specific areas associated with external stakeholder relationships.
- 8.1.2 The Committee NOTED an update on the College's recent engagement with the three CPPs, and broader community outreach. The Head of Communications, Policy and Research advised the Committee that all

three CPPs would be invited to its future meetings in 2019/20, and put forward a proposed challenge question for partners - to ensure that discussions remained focused and strategic. The Committee AGREED the following question for circulation to CPP Leads as part of their invitation to meeting with Committee members:

*'As a Community Planning Partner please advise the Corporate Development Committee on the Partnership's annual performance against its Local Outcome Improvement Plan and locality plans, and outline how the College can assist you further to improve performance?'*

Further to this, the Committee AGREED that CPP Leads should also be asked to outline their biggest challenges affecting engagement with the College.

## 8.2 INTERNAL AUDIT REPORT: PARTNERSHIP WORKING

- 8.2.1 The Committee NOTED that the Audit & Risk Assurance Committee, at its meeting on 29 May, had agreed that an internal audit review which provided independent assurance on the design and operational effectiveness of the controls in relation to partnership working should be shared with the Corporate Development Committee. The Chair advised the Committee that the internal audit function had recommended that management implement a number of control improvements to develop current partnership working arrangements, and ensure operational consistency across the College.
- 8.2.2 The Committee DISCUSSED the recommendations highlighted within the report and NOTED that further updates on key partnership working matters would be reported through future Relationships Reports.
- 8.2.3 The Committee NOTED that the Audit & Risk Assurance Committee would continue to monitor managements progress against the recommendations outlined within the report.

## 9 HORIZON SCANNING REPORT

- 9.1 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 further to this, the report also indicated what the College was doing to address these impacts.

## 10 ANY OTHER COMPETENT BUSINESS

### 10.1 CORPORATE DEVELOPMENT COMMITTEE AGENDA PLANNER 2019/20

- 10.1.1 The Committee NOTED an agenda planner for the academic year, which aimed to provide members with an opportunity to review upcoming items

of business. The Chair advised the Committee that it was important to follow an appropriate plan of work in order to ensure that future agendas cover all areas within the remit of the Committee.

- 10.1.2 The Committee welcomed the opportunity to consider future agenda, and DISCUSSED potential items of business not already included. The Committee AGREED that 'deep dives' into the following areas should be included in agendas for upcoming meetings of the Committee: (i) The College brand (Minute 7.5 refers); (ii) international and domestic income; (iii) return on investment case studies; and, (iv) the College contracting/costing review.

## **11 DATE OF NEXT MEETING**

- 11.1 The next meeting of the Corporate Development Committee shall take place on 19 November 2019, in the Boardroom, Milton Road Campus.

***Meeting closed at 17:00***