



For the future you want

CORPORATE DEVELOPMENT COMMITTEE

MINUTES OF MEETING OF 19 NOVEMBER 2019

15:00, Boardroom, Milton Road Campus

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

In attendance: Nick Croft; Audrey Cumberland; Michael Jeffrey; Paolo Vestri (East Lothian Council); Marcus Walker (Clerk)

1. WELCOME AND APOLOGIES

1.1 No apologies were received.

1.2 The Chair welcomed Paolo Vestri, Service Manager (Corporate Policy & Improvement) at East Lothian Council to the meeting for Item 5.1.

1.3 The Chair advised the Committee that the Head of Commercial, Jane Grant, and the International Development Manager and the Commercial Business Manager, Sarah Gore and Liam Conway - respectively, would join the meeting for Item 6.

2. DECLARATIONS OF INTEREST

2.1 None.

3. MINUTES OF PREVIOUS MEETING

3.1 The Committee APPROVED the minutes from 27 August 2019 as an accurate record of the meeting.

4. MATTERS ARISING REPORT

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

4.1 COMMUNITY PLANNING PARTNERSHIPS

4.1.1 The Committee NOTED that the East Lothian Community Planning Partnership (CPP) would provide a report to members under Item 5.1. The Chair advised the Committee that representatives from Midlothian and City of Edinburgh CPPs would attend meetings of the Corporate Development Committee in March and May 2020.

4.2 COMMITTEE BUSINESS DEEP DIVES

4.2.1 The Committee NOTED that the first of its 'deep dives' would be conducted into International Development and Commercial UK, under Item 6.2. The Chair advised the Committee that future deep dives would be considered into the College brand, return on investment case studies and a contracting/costing review.

5. RELATIONSHIPS REPORT

5.1 EAST Lothian COMMUNITY PLANNING PARTNERSHIP UPDATE

5.1.1 The Committee NOTED a presentation on the East Lothian Community Planning Partnership (CCP). The Corporate Policy Manager outlined the three key themes of the East Lothian Plan 2017-27, which focused on development of a region which was increasingly 'Prosperous, Community-minded and Fair'. Further to this, the Corporate Policy Manager presented to Committee the Partnerships first update and performance report against the Plan.

5.1.2 The Committee NOTED that of the 28 performance indicators for which data was available, as of November 2019, there was a 68% improvement in performance against the East Lothian Plan 2017-27. The Corporate Policy Manager advised the Committee that performance against five of the indicators relating to 'Prosperous' and 'Community-minded' had declined, and enhancements in these areas would be now be a focus going forward.

5.1.3 The Committee NOTED the key role of the College in the delivery of the East Lothian Plan 2017-27 in terms of workforce planning, training opportunity (specifically related to the City Region Deal) and the improvement of digital skills. The Corporate Policy Manager advised the Committee that the College also had a role in the implementation of a new action plan relating to community justice and poverty.

5.1.4 The Committee NOTED that the Head of Communication, Policy and Research currently represented the College on the East Lothian CPP Lead Officers Group and the East Lothian Economic Development Partnership, whilst the Vice Principal Education & Skills was a member of the East Lothian Children's Partnership. Further to this, the Principal advised the

Committee that she was currently the Vice Chair of the East Lothian CPP Governance Group.

5.1.5 The Committee welcomed the presentation provided by the Corporate Policy Manager and DISCUSSED the following matters:

- (i) The changes to the East Lothian CPP structures and governance arrangements to align with the East Lothian Plan 2017-27;
- (ii) the streamlining of the East Lothian CPP with a view to more effective decision-making;
- (iii) the alignment of the Edinburgh College Strategic Plan and its future ambitions with the aims of the East Lothian Plan 2017-27;
- (iv) the engagement of the College with the City Region Deal and its digital skills strand.

5.1.6 The Committee Chair thanked the Corporate Policy Manager for engaging with members in discussion, and highlighted the positive actions taken by the East Lothian CPP to rationalise its partnership and governance structures to support the delivery of its strategic plan.

Paolo Vestri left the meeting

5.2 RELATIONSHIP REPORT TO NOVEMBER 2019

5.2.1 The Committee NOTED a Relationships Update which outlined key developments in relation to stakeholder engagement, CPPs, community and third sector outreach, major partnership projects and Board engagement.

5.2.2 The Committee NOTED and endorsed the focus of the College on the youth work sector as part of its community and third sector engagement. The Head of Communication, Policy and Research advised the Committee of four separate youth work events taking place at the College - including the first meeting of Police Scotland Youth Volunteer Group on 27 August, which would utilise facilities at Granton on a weekly basis.

5.2.3 The Committee NOTED Board engagement over the past quarter and DISCUSSED potential developments to support further engagement from 2020 onwards. The Head of Communication, Policy and Research advised the Committee that following the reporting of recommendations from the 2019 Board Effectiveness Review to the next meeting of the Board on 10 December, it was expected that a more structured approach to Board engagement would be developed. The Committee AGREED that a further update on developments in this area should be provided to future meetings.

The ECSA Student President left the meeting

6. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT

The Head of Commercial, International Development Manager and Commercial Business Manager joined the meeting

6.1 COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING UPDATE

- 6.1.1 The Committee NOTED a report on the year-to-date commercial income of the College in the academic year 2019/20.
- 6.1.2 The Committee NOTED that Quarter 1 had seen a significant improvement in Commercial UK activity levels and Flexible Workforce Development (FWDF) applications. The Head of Commercial advised the Committee that income to date and pipeline activity related to Bespoke Training had also increased.
- 6.1.3 The Committee NOTED that the main risk to achieving annual income targets was Scheduled Course activity which remained challenging. The Head of Commercial advised the Committee that actions to ensure projected income against Scheduled Courses was achieved would be outlined as part of the 'deep dive' under Item 6.2.
- 6.1.4 The Committee NOTED the International Team had started a new English for Childcare project in China, which it hoped would run for the next three years. The Head of Commercial informed the Committee that, with changes to the 4+4 teacher training programme, developments around early years education would become important to the College's continued activity in China.

6.2 DEEP DIVE: INTERNATIONAL DEVELOPMENT AND COMMERCIAL UK

- 6.2.1 The Committee NOTED 'deep dive' presentations on International Development and Commercial UK from the respective managers. Both managers outlined to the Committee the structure and membership of the International Development and Commercial UK Teams.
- 6.2.2 The Committee NOTED the range of current activity undertaken by the International Team, including the Panama Bilingue, early years education in China, and projects supported through the British Council. The International Development Manager outlined the income to date achieved by each faculty, and the income associate with the various activity/projects undertaken by the International Team.
- 6.2.3 The Committee NOTED that approximately 50% of the College's Commercial International income came through its Panama Bilingue Teacher Training Programme. The International Manager 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.

- 6.2.4 The Committee NOTED the potential impacts of EU withdrawal on student recruitment for the 2020 Summer School, and the increasing importance of a Tier 4 sponsor license for EU student recruitment going forward. The International Manager advised the Committee that the number of international students on year-round programmes had steadily decrease in recent years, and that this was a trend across the college sector. The Committee NOTED that the reinstatement of Tier 4 privileges for colleges would create a more attractive offer for students, as it would allow them to work part-time and extend their visa in the UK.
- 6.2.5 The Committee DISCUSSED the investment of the College in the development of new markets, new opportunities and new partnership to support International Development's strategy for continued growth, and to replace any lost income from the challenges highlighted in paragraphs 6.2.3 and 6.2.4. The International Manager advised the Committee that the budget available for development was at present 3.7% of targeted income. The Committee AGREED that it was essential that the Executive continued to balance required College wide financial savings against the need for continued development in this important area of business.

The Support Staff Board Member left the meeting

- 6.2.6 The Committee NOTED that the income to date achieve across the various Commercial UK income lines, including Bespoke Training, Scheduled, Courses, FWDF and Venue Hire & Facilities. The Commercial Business Manager outlined the risks associated with each area of income, and ongoing challenges faced by the Commercial UK Team related to capacity within each faculty to meet demand and a decreased advertising / exhibiting budget.
- 6.2.7 The Committee NOTED a range of short to medium term developments across Commercial UK, which included the growth of the UK client base through FDWF and Bespoke engagement, the future focus on medium to high value tenders, and the identification of opportunities to apply for College innovation Grants and other funding sources. The Commercial Business Manager advised the Committee that the enhanced use of social media and increased presence at networking events would be a key avenue of activity for the Commercial UK Team going forward.
- 6.2.8 The Committee DISCUSSED internal and external challenges related to Scheduled Courses which had impacted on their viability as a reliable source of income. The Commercial Business Manager informed the Committee that professional and trades qualifications faced competition from online providers and membership bodies, who could offer less expensive SQA / Bespoke alternatives.
- 6.2.9 The Committee welcomed the presentation provided by both managers as a means of providing a better understanding of the work of the Commercial and International Teams and the challenges they face going forward.

The Head of Commercial, International Manager and Commercial Business Manager joined 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 he was pleased to announce that the 2020/21 College Prospectus had been launched at a Skills Scotland event on 14 November.
- 7.2 The Committee NOTED that the College continued to engage with potential suppliers to develop the new College website. The Committee DISCUSSED the development of the College website and AGREED that it would welcome a deep dive at its next meeting on this matter.
- 7.3 The Committee NOTED that new business intelligence products were being developed to provide insight into student withdrawals, campus demographics, commercial and adult learning competitor analysis, and key College facts. The Committee DISCUSSED current key facts document produced by the College and AGREED that the Executive should consider ways to ensure that Board members, who are attending external events on behalf of the College, are able to communicate key messages to stakeholders.

8 HORIZON SCANNING REPORT

- 8.1 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.

9 ANY OTHER COMPETENT BUSINESS

- 9.1 CORPORATE DEVELOPMENT COMMITTEE AGENDA PLANNER 2019/20
 - 9.1.1 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 DATE OF NEXT MEETING

- 10.1 The next meeting of the Corporate Development Committee shall take place on 03 March 2020, in the Boardroom, Milton Road Campus.

Meeting closed at 17:10