

CORPORATE DEVELOPMENT COMMITTEE

MINUTES OF MEETING OF 7 SEPTEMBER 2023

15:00, Remote Meeting via Microsoft Teams

Present: Stewart Darling; Fiona Doring; Kirsty MacKenzie; Gwen Raez (Chair)

In attendance: Nick Croft; Jenny Duffy; Michael Jeffrey; Shona Pettigrew; Marcus Walker (Clerk)

1. WELCOME AND APOLOGIES

- 1.1 The Committee NOTED apologies from Bruce Cassidy and Skye Marriner.
- 1.2 The Committee NOTED that, due to unforeseen circumstances, the Corporate Development Committee did not have a quorum of Members present. The Chair informed Members that, in line with the Standing Orders of the Edinburgh College Board of Management, the meeting would proceed and should any approval of documentation be required the Committee would require ratification at the next meeting of the Board on 26 September 2023.
- 1.3 The Chair welcomed Kirsty MacKenzie to the Committee as a Co-Opted Member. The Committee NOTED that the Board of Management had agreed, on 28 March 2023, that Ms. MacKenzie would be co-opted to the Corporate Development Committee for the academic year 2023/24.
- 1.4 The Committee NOTED that Jenny Duffy, a Historical Researcher & Archivist, would join the meeting for Item 8.2 to update members on her work recording the history of the College and progress relating to the *Friends of Edinburgh College* initiative.

2. DECLARATIONS OF INTEREST

- 2.1 None.

3. MINUTES OF PREVIOUS MEETING

- 3.1 The Committee APPROVED¹ the minutes from 8 June 2023 as an accurate record of the meeting.

¹ The draft minutes of the Corporate Development Committee were circulated to members via email, for formal approval.

4. MATTERS ARISING REPORT

- 4.1 The Committee NOTED that actions from the previous meeting were complete, overtaken or on the agenda.
- 4.2 **GRANTON WATERFRONT NURSERY [Minute 5.2.6/08.06.23 refers]**
- 4.2.1 The Committee NOTED an update on scenarios and strategic planning options relating to the Granton Waterfront Nursery.
- 4.2.2 The Committee welcomed assurances provided by the Director of Communication, Policy & Research regarding the financial performance of the Nursery and DISCUSSED the timescale for strategic planning options being brought back to the Corporate Development Committee.
- 4.2.3 The Committee AGREED that a strategic planning paper, with accompanying recommendations, would be considered by members in Semester 2 of the 2023/24 academic year - once the outcome of National Bargaining negotiations was known. The Chair advised the Committee that whilst it was essential that appropriate time was provided to consider all potential options relating to the strategic future of the Granton Waterfront Nursery, it was Members' expectation that a long-term strategic decision would be taken before the end of the academic year.

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 DISCUSSED its terms of reference and the current restrictions relating to its quorum.
- 5.3 The Committee AGREED² that a recommendation should be put forward to the Board of Management stating that its meetings would be quorate *'provided that at least three Board Members, two of whom were Non-Executive Members, were in attendance'*. The Chair highlighted that although the proposed amendment was minor, it would provide the Committee with greater flexibility to ensure quorate meetings were held.

6. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT

- 6.1 The Committee NOTED that departmental income targets were exceeded in 2022/23, with £5.7m generated in the delivery of commercial, international, and alternative funding activities. The Director of Enterprise & Knowledge Exchange

² The proposed amendment to the Corporate Development Committee Terms of Reference was circulated to members via email, for formal approval.

highlighted to the Committee that annual income in 2022/23 was £100k over target.

- 6.2 The Committee NOTED an overview of the Commercial performance of the College in the academic year 2022/23 and commended the Director of Enterprise & Knowledge Exchange, and her Team, on their achievements within a complex and dynamic environment which presented significant challenges to commercial activities. The Director of Enterprise & Knowledge Exchange advised the Committee that activities conducted in 2022/23 provided a strong baseline for growth across the four key themes outlined in the College's Commercial Strategy 2023-26, which would go forward to the Board of Management – for approval – on 26 September 2023.
- 6.3 The Committee DISCUSSED alternative funding activities, including both the bids pipeline and the conversion rate of past bids for commercial income. The Committee AGREED that it would welcome a dashboard overview of bidding activity and conversion rates as part of an appendix to the Commercial, International, and Alternative Funding Report. Further to this, the Committee AGREED that, to enhance Members' understanding of the current commercial portfolio, it would welcome an opportunity to consider the profitability of existing contracts at its next meeting.
- 6.4 The Committee NOTED that the Bid Writing Team currently consisted of two members of staff, with wider managerial responsibilities, which placed a limitation on the number bidding opportunities currently explored. The Committee DISCUSSED the financial efficiencies undertaken by the College to reduce its expenditure and the impact of such decisions on the budgets of both the Commercial and the Marketing Teams.
- 6.5 The Committee DISCUSSED the reporting of commercial activity within College's Management Accounts. The Committee AGREED that the Board of Management, prior to its approval of the new Commercial Strategy 2023-26, should be made cognisant of the need for greater cultural alignment across the College with regards to its commercial activities.

7. RELATIONSHIP REPORT

- 7.1 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.
- 7.2 The Committee NOTED that the College had held positive discussions with Police Scotland regarding the co-location of one of their community safety units at the Milton Road Campus. The Director of Communication, Policy & Research advised the Committee that the proposed arrangement would have mutual benefits for both the College and Police Scotland.
- 7.3 The Committee NOTED that it was in the final stages of signing a Memorandum of Understanding (MOU) with Hibs Community Foundation. The Director of Communication, Policy & Research highlighted that the MOU would support a

range of College objectives, including student placements, college outreach, and the joint delivery of activities at Marine Drive.

- 7.4 The Committee NOTED that the College was working with NHS Lothian Public Health Division, through the City of Edinburgh Community Planning Partnership, to improve students access to public health resources for the prevention of communicable diseases, blood borne viruses, alcohol, tobacco and drug use, and poor sexual health. The Director of Communication, Policy & Research informed the Committee that a pilot project was currently being funded by the NHSL Foundation, the College, and the Development Trust at the Sighthill Campus during 2023/24, which involved six student public health interns.
- 7.5 The Committee DISCUSSED the current level of Board engagement with College partners and the promotion of networks between Board members. The Chair advised the Committee that the new Edinburgh College Engagement Plan would be considered by the Board on 26 September 2023, which would drive a more structured approach to Board engagement.

8. BRAND AND REPUTATION REPORT

8.1 BRAND AND REPUTATION UPDATE

- 8.1.1 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.
- 8.1.2 The Committee NOTED that due to a national resulting boycott, the date for Graduation 2023 had been postponed until 2 November 2023. The Director of Communication, Policy & Research advised the Committee that the Events Team continued to promote the new date to eligible resulted students, as well as supporting the Quality Team in contacting non-resulted students who would not be eligible for Graduation³.
- 8.1.3 The Committee NOTED that the College's Major Project List continued to ensure the delivery of complex and large-scale change projects across the College. The Director of Communication, Policy & Research highlighted the ongoing delivery of the Forthside move to the main Granton Campus, as well as the Marine Drive Development Project, the new MYEC App (student portal), and a new staff intranet.
- 8.1.4 The Committee DISCUSSED the ongoing impact of local and national industrial action and current messaging to staff, students, and other relevant stakeholders. The Committee AGREED that the Vice Principal Corporate Development should oversee the development of a Board Communications Statement, and accompanying guidance, to ensure that Members of the Board remained appropriately briefed.

Jenny Duffy, Historical Researcher & Archivist, joined the meeting

³ Non-resulted students shall be offered the opportunity to attend Graduation 2024.

8.2 EDINBURGH COLLEGE HISTORY PROJECT AND ARCHIVE

- 8.2.1 The Committee NOTED a presentation from the Historical Researcher & Archivist contracted by the College, as part of activities relating to the tenth anniversary of Edinburgh College. The Archivist informed the Committee of the significant work undertaken to collate, catalogue and re-house documents and items of historical significance.
- 8.2.2 The Committee NOTED that the origins of the College dated back to 1901, when Leith Nautical College opened on Commercial Street, prior to its move to Milton Road in 1978. The Archivist briefly outlined the 111-year history of Edinburgh College, prior to its creation following the merger of Telford, Stevenson, and Jewel & Eske Colleges in 2012.
- 8.2.3 The Committee NOTED the ambitions of the History Project and Archive, which aimed to provide a learning and teaching resource for students and external researchers. The Archivist advised the Committee that the collated information would provide a platform for both community and school engagement activities, as well as an opportunity for former and current staff/students to reflect on their time at the College.
- 8.2.4 The Committee NOTED that the Friends of Edinburgh College Network continued to grow, with its membership currently standing at 350 members. The Director of Communication, Policy & Research advised the Committee that further online, social media, and in-person recruitment activity was planned over the next two months, prior to a formal launch of the Network.
- 8.2.5 The Committee welcomed the presentation provided and DISCUSSED how the College could capitalise on its rich history through the Friends of Edinburgh College Network. The Committee AGREED that, through its minutes, the College History Project's website⁴ and X (formerly Twitter) account⁵ should be highlighted to members of the Board.

Jenny Duffy left the meeting

9. ANY OTHER COMPETENT BUSINESS

9.1 CORPORATE DEVELOPMENT COMMITTEE ANNUAL REPORT 2022/23

- 9.1.1 The Committee NOTED that it had been asked by the Board to present an annual report to the Board of Management on 26 September 2023. The Chair advised the Committee that the report would highlight key matters of business considered by the Committee and future areas of development.

⁴ Edinburgh College History Website [College History | Edinburgh College](#)

⁵ Twitter/X: @EdinCollegeHist

9.1.2 The Committee DISCUSSED the Annual Report and AGREED that a finalised version of the report, taking into consideration the points raised by members, would be presented to the Board of Management at its next meeting by the Committee Chair.

10. FOR INFORMATION

10.1 COMMITTEE PROGRAMME OF WORK 2023/24

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 2023.

Meeting closed at 16:45