

## EXTERNAL ENGAGEMENT COMMITTEE

### AGENDA

A meeting of the External Engagement Committee will be held at 14:00hrs on Tuesday 22 March 2016 in the Boardroom, Milton Road Campus.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	<a href="#">MINUTES OF PREVIOUS MEETING</a> <i>for approval</i>	Chair	A
4	MATTERS ARISING	Chair	B
5	MARKETING, PR & COMMUNICATIONS	D Robertson	
	5.1 Marketing, PR & Communications Report		C
	5.2 Brand Development Report		D
	5.3 Crisis Communications Plan		E
<i>Item 5 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 33, Commercial Interests and the Economy.</i>			
6	STAKEHOLDER ENGAGEMENT		
	6.1 Community Planning Partnerships	S-J Linton	F
<i>Item 6 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 30, Prejudice to the Effective Conduct of Public Affairs.</i>			
7	EXTERNAL ENGAGEMENT SUB-GROUPS		
	7.1 Commercial & International Sub-Group	Chair	
	7.1.1 Minutes 10.03.16 <b>attached</b>		G
	7.1.2 Terms of Reference <b>for approval attached</b>		H
	7.2 Board Engagement Sub-Group	I Young	Verbal
8	ANY OTHER COMPETENT BUSINESS		
	8.1 East Lothian Partnership	Chair	Verbal
9	DATE OF NEXT MEETING: Tuesday, 24 May 2016		



**COMMERCIAL & INTERNATIONAL SUB-GROUP**
**Purpose of the Report**

To External Engagement Committee is required to monitor, develop and advise the Board on commercial and international development. The Commercial & International Sub-Group met for the third time on 10 March 2016 to consider a range of business.

**Action Required**

Members are asked to NOTE actions arising from the Commercial & International Sub-Group.

**Strategic Implications**

<b>Risk</b>	<b>Yes \ No</b>	<b>Details</b>
Governance \ legal	Yes	The Committee is required to monitor, develop and advise the Board on commercial and international development matters.
Financial	Yes	Commercial and international development is a key aspect of the College's finances.
<b>Executive Approval</b>	<b>Yes \ No</b>	<b>Details</b>
Reviewed by Executive	No	
<b>Other</b>	<b>Yes \ No</b>	<b>Details</b>
Equality Impact	No	

**COMMERCIAL & INTERNATIONAL SUB-GROUP**  
**10 March 2016**  
**Milton Road, Room M4-02**

<b>Members:</b>	A Johnston (Chair)	N McKenzie		
<b>In Attendance:</b>	E Meredith	J Thompson	M Walker (Clerk)	C Wilson

Item	Action by
<p><b>1. Welcome and Apologies</b></p> <ul style="list-style-type: none"> <li>Apologies were received from Elaine Lee.</li> </ul>	
<p><b>2. Minutes and Actions of Previous Meeting</b></p> <ul style="list-style-type: none"> <li>The Sub-Group APPROVED the minutes of the Commercial &amp; International Sub-Group on 14 December.</li> <li>The Sub-Group NOTED that actions from its last meeting were either marked complete or on the agenda, with the exception of: <ul style="list-style-type: none"> <li>The requested graphics related to commercial and international lines of business.</li> </ul> </li> <li>The Sub-Group DISCUSSED the importance of graphical information for tracking purposes, and AGREED that such commercial and international information would be provided to the next meeting.</li> </ul>	EM/JT
<p><b>3. Commercial &amp; International Sub-Group Remit</b></p> <ul style="list-style-type: none"> <li>The Sub-Group NOTED a draft Commercial &amp; International Sub-Group Remit, which outlined its purpose, remit, membership and frequency of meetings.</li> <li>The Sub-Group APPROVED the draft remit, and acknowledged the need for a proactive approach to develop networks, partnerships and collaborations to assist the growth of non-SFC income at the College.</li> </ul>	
<p><b>4. International Development Report</b></p> <p><b>4.1 International Income Update</b></p> <ul style="list-style-type: none"> <li>The Sub-Group NOTED the International Development Team's headline progress against its 2015/16 international income targets. The Head of International Development outlined the forecast 'worst', 'medium' and 'best' case outturns.</li> <li>The Sub-Group welcomed the income target forecasts which in all cases exceed the 2015/16 targets.</li> <li>The Sub-Group DISCUSSED International Development within the context of the Business Transformation Plan, including the financial benefits that could be derived from a larger International Team and an increased number of staff with curriculum specialisms. Members also considered the profile of commercial and international within the College, and the need for some curriculum areas to enhance their commercial activities further.</li> </ul> <p><b>4.2 Sales Pipeline</b></p> <ul style="list-style-type: none"> <li>The Sub-Group NOTED that to achieve the forecast 'medium' or 'best' case outturns the International Development Team were targeting additional contracts. The Head of International Development outlined a range of contracts in the sales pipeline.</li> </ul>	

<p><b>4.3 UK Immigration Tier 4 Status</b></p> <ul style="list-style-type: none"> <li>• The Sub-Group NOTED that the College submitted its representations to UKVI on 16 November, in response to UKVI’s letter (dated 08 October) announcing its intention to revoke the institution’s Tier 4 licence. The Head of International Development informed the Sub-Group that UKVI had accepted the College’s representation and would issue a 3-month action plan to 06 April 2016, in order to address outstanding matters.</li> <li>• The Sub-Group NOTED that the College could operate almost as normal since its Tier 4 licence had been reinstated, however, for the 3-month duration of the action plan the College could not sponsor any international students under Tier 4 until the final outcome of the action plan was known. Members NOTED that this would affect the College’s ability to recruit students for HND or Highers programmes starting in August 2016 (and the subsequent 2016/17 recruitment cycle).</li> <li>• The Sub-Group NOTED that at the end of the 3-month action plan period, UKVI would return to the College and audit progress against the action plan. The Sub-Group DISCUSSED the work undertaken by the International Team to review procedures, policies and documentation ahead of the audit. Members AGREED that the Head of International Development should consider the best way to conduct a practice internal audit, and suggested the use of involvement of the College’s Quality Team.</li> </ul> <p><b>4.4 International Fees 2016/17</b></p> <ul style="list-style-type: none"> <li>• The Sub-Group NOTED a tabled paper outlining the proposed International Fees for 2016/17. The Head of International Development informed the Sub-Group that the finalisation of the fees had been delayed to allow time for an appropriate benchmarking process (against the College’s competitors) to be conducted.</li> <li>• The Sub-Group DISCUSSED the proposed uplift in ESOL fees, to align with other providers in the sector.</li> <li>• The Sub-Group welcomed the opportunity to review International Fees and AGREED that they should be considered for approval by the Policy &amp; Resources Committee.</li> </ul>	<p>EM</p> <p>MW</p>
<p><b>5. Business Development Report</b></p> <p><b>5.1 Commercial Portfolio and Client Profile</b></p> <ul style="list-style-type: none"> <li>• The Sub-Group NOTED a broad overview of the College’s ‘client profile’, including the range of private and public targeted by the College. The Head of Business Development advised members that, at present, the College’s client profile was approximately 60% public sector and 40% private sector.</li> <li>• The Sub-Group NOTED the key sectors for Commercial activity (including apprenticeships), and areas where the Business Development Team were selling scheduled training programmes and/or bespoke customised programmes.</li> <li>• The Sub-Group DISCUSSED Board links to target areas within the public/private sector. Members AGREED that a monthly Board briefing notes on target sectors where the College was trying to develop its business may assist the Business Development Team in seeking out key contacts.</li> </ul> <p><b>5.2 Sales Summary</b></p> <ul style="list-style-type: none"> <li>• The Sub-Group NOTED the Sales Summary for ‘Quarter 2 2015-16’, and an overview of where total income was below target. The Head of Business Development informed the Sub-Group of the difficulties of meeting the commercial targets, and the work conducted to re-profile and review income.</li> </ul>	<p>JT</p>

<ul style="list-style-type: none"> <li>• The Sub-Group NOTED that a full Business Development Team was now in-place.</li> <li>• The Sub-Group DISCUSSED income target setting and the importance of a collegiate approach between commercial and International. The Deputy Principal informed the Sub-Group that he and the Head of Performance of Planning had met with all Heads of centre to review operational plan and set 'challenging' commercial/international targets.</li> </ul> <p><b>5.3 Company Visits/Events, Proposals &amp; Tenders</b></p> <ul style="list-style-type: none"> <li>• The Sub-Group NOTED a list of company visits and events undertaken by the Business Development Team, and progress on a number of proposals and tenders which had been submitted since October 2015.</li> <li>• The Sub-Group NOTED 'College tenders' prepared by the Business Development Team, which included a substantial submission to the Integrated Employability Service at City of Edinburgh Council.</li> <li>• The Sub-Group DISCUSSED the flow of information through the Chamber of Commerce to various networks, and Members AGREED that it would be useful (at a future meeting) to see what information the College circulated.</li> <li>• The Sub-Group DISCUSSED how the Business Development Team promoted itself for commercial activities. Members NOTED the breadth of commercial work the College conducts and the trusted status it received as a public sector body.</li> </ul>	JT
<p><b>6. Financial Delegated Authority Proforma</b></p> <ul style="list-style-type: none"> <li>• The Sub-Group NOTED that following the Board's approval of limits on financial delegated authority, a proforma had been created to assist the handling on future cases.</li> <li>• The Sub-Group DISCUSSED the proposed proforma and AGREED that the 'Expenditure' section would be expanded to cover income exposure, upfront costs/commitments and (for International) through costs.</li> <li>• The Sub-Group APPROVED the proforma subject to the above amendment.</li> </ul>	CW
<p><b>7. AOCB</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>	
<p><b>Next Meeting:</b> Friday, 13 May 2016</p>	

### ACTION POINTS / DECISION LOG

No.	Owner	Action	Open/ Closed
<b>ACTIONS FROM MEETING</b>			
1.	JT/EM	Updated graphics to be provided in future commercial and international reports	Open
2.	EM	Head of International Development to consider best way to conduct an internal audit	Open
3.	MW	International fees 2016/17 to be approved by the Policy & Resources Committee	Open
4.	JT	Monthly briefing notes to be provided to the Board to assist current links/contacts	Open
5.	JT	Sub-Group to receive further details on info circulated through Chamber of Commerce	Open
6.	CW	Delegated Authority Proforma to include expanded section on income exposure etc.	Open

## **COMMERCIAL & INTERNATIONAL SUB-GROUP REMIT**

### **Purpose of the Report**

The attached paper outlines the Commercial & International Sub-Group's draft remit, as agreed by its membership.

For information, the terms of reference for the External Engagement Committee (the Sub-Group's parent committee) can be accessed here:

<http://doc.edinburghcollege.ac.uk/welcome/college%20mgmt/terms%20of%20reference%202015/external%20engagement.pdf>

### **Action Required**

The Committee are asked to CONSIDER and APPROVE the draft remit recommended by the Sub-Group Chair.

### **Strategic Implications**

<b>Risk</b>	<b>Yes \ No</b>	<b>Details</b>
Governance \ legal	Yes	The remit specifies the Commercial & International Sub-Group's reporting to the External Engagement Committee.
Financial	No	
<b>Executive Approval</b>	<b>Yes \ No</b>	<b>Details</b>
Reviewed by Executive	No	
<b>Other</b>	<b>Yes \ No</b>	<b>Details</b>
Equality Impact	No	

## **COMMERCIAL AND INTERNATIONAL SUB-GROUP**

### **1. PURPOSE**

- 1.1 To promote commercial and international development on behalf of the External Engagement Committee.
- 1.2 To provide the Committee with relevant information and guidance to support it in meeting its responsibilities in relation to strategy-setting and oversight.
- 1.3 To advise and support the College's commercial and international teams in the interests of generating and developing non-SFC income streams.

### **2. REMIT**

- 2.1 Through the Sub-group Chair:
  - 2.1.1 to provide information and advice to the Committee in relation to the strategic development of commercial and international business;
  - 2.1.2 to provide advice to the Committee to support the effective monitoring of commercial and international KPIs;
  - 2.1.3 to inform and make recommendations to the Committee and, if appropriate, the Audit & Risk Assurance Committee, about risks associated with commercial and international activity and income.
- 2.2 To scrutinise proposals and provide guidance to College management on approaches to new business opportunities and innovation, including research and market testing.
- 2.3 To develop networks and support approaches in the interests of growing non-SFC income for the College.
- 2.4 To monitor the development of commercial partnerships and collaboration with other colleges and universities.
- 2.5 To undertake other relevant activities as determined by the External Engagement Committee.

### **3. MEMBERSHIP**

- 3.1 The Chair of the Sub-Group shall be a Non-Executive member of the External Engagement Committee.
- 3.2 Membership shall be determined by the External Engagement Committee.

### **4. FREQUENCY OF MEETINGS**

- 4.1 The Sub-Group shall meet as required.