



EXTERNAL ENGAGEMENT COMMITTEE

MINUTES OF MEETING OF 02 NOVEMBER 2015

1500hrs, Boardroom, Milton Road Campus

Present: J Cutting (Chair); A Johnston; J Van Herk; I Young

In attendance: P Davis; S Linton; D Robertson; M Walker (Clerk); C Wilson

1 WELCOME & APOLOGIES

- 1.1 The Committee Chair welcomed Members to the newly formed External Engagement Committee.
- 1.2 The Committee NOTED that apologies had been received from Kellie Bradford.
- 1.3 The Committee NOTED the attendance of the newly appointed Head of Performance & Planning, Sarah-Jane Linton.

2 DECLARATIONS OF INTEREST

- 2.1 No declarations of interest were received.

3 MINUTES OF PREVIOUS MEETING

- 3.1 The Committee APPROVED the Minutes of the Nominations & Engagement Committee from 08 June 2015 as an accurate record of the meeting.
- 3.2 The Committee APPROVED the Minutes of the Commercial & International Committee from 06 July 2015 as an accurate record of the meeting.

4 MATTERS ARISING

- 4.1 The Committee NOTED relevant actions from the final meeting of the Nomination & Engagement Committee were either marked complete or on the agenda, with the exception of:
 - 4.1.1 *MARKETING CAMPAIGNS (Nominations & Engagement Committee Minute 7.4/01.05.15 refers)*

The Committee NOTED that a presentation on upcoming College marketing campaigns would not be presented at a future meeting of the Committee. The Committee Chair informed Members that, although future updates on marketing campaigns were welcome, the Committee would aim to maintain a more strategic focus.

4.1.2 *BRAND DEVELOPMENT (Nominations & Engagement Committee Minute 8.1.5/01.05.15 refers)*

The Committee NOTED that a tendering process to achieve the next steps of the brand review had taken place, however, due to budgetary restrictions Senior Management had agreed to progress project with the help of external freelance support and utilisation of the in-house design team to optimise the available budget.

The Committee NOTED comments from the Student President, related to the College Brand, and it was AGREED that the Head of Market, PR & Communications would provide a presentation on brand development at a future ECSA Meeting.

4.1.3 *CORPORATE SOCIAL RESPONSIBILITY (Nominations & Engagement Committee Minute 5.2.4/08.06.15)*

The Committee NOTED that a corporate social responsibility 'statement of intent' would be considered by the Policy & Resources Committee on 26 November 2015.

4.2 The Committee NOTED that outstanding actions from the Commercial & International Committee would be considered under the Commercial & International Sub-Group minutes from 07 October (Paragraph 9.1.1 refers).

5 TERMS OF REFERENCE

5.1 The Committee NOTED its Terms of Reference, as approved by the Board on 22 September.

6 BRAND DEVELOPMENT REPORT

6.1 The Committee NOTED a report from the Head of Marketing, PR and Communications on the progress made in-relation to the ongoing brand review, which had been through a robust process of consultation and strategic development over the past 18 months.

6.2 The Committee NOTED the final version of the 'Brand Wheel', which had been used to inform the brand strategy, and subsequently, the refreshed brand proposition.

6.3 The Committee NOTED a presentation on the creative proposal recommended by the Head of Marketing, PR and Communications, and the 'next steps' to implement the brand both internally and externally. The Committee DISCUSSED the creative proposal and were pleased with the 'modern' and 'clear' image of the College it projected.

- 6.4 The Committee NOTED that the 2016/17 College Prospectus had already been developed and that it would not be possible to incorporate the new brand proposition before its launch. The Committee DISCUSSED the launch of the brand and the need to work towards an internal and external release date.
- 6.5 The Committee AGREED that the recommended creative proposal should be progressed. Further to this, the Committee AGREED that a 'rollout plan', highlighting the key dates to launch, should be presented to the next meeting.
- 6.6 The Committee NOTED the need to develop the brand architecture to facilitate the integration of sub-brands, to create a unified and consistent presentation of the College brand. Members DISCUSSED the number of sub-brands and the need to realign these, and the College's centres, as part of the brand review.
- 6.7 The Committee AGREED that the Senior Management Team should consider rationalising centre names and sub-brands, in line with the College's brand guidelines, as a matter of priority.
- 6.8 The Committee NOTED progress on the development of a coat of arms, and DISCUSSED its place within the wider College brand. The Committee AGREED that internal brand guidelines should clarify details around the appropriate use of the coat of arms.

7 MARKETING, PR & COMMUNICATIONS REPORT

- 7.1 The Committee NOTED a high-level report on the major projects taking place across the College's Marketing, PR, Communications and Events functions.
- 7.2 The Committee NOTED the new reporting structure within the Marketing, PR & Communications Team, following the restructuring of senior management in July 2015.
- 7.3 The Committee NOTED the status of the communications plan, and DISCUSSED the need for a 'crisis communications plan', including the following:
- (i) the importance of a specific communication plan in any crisis management situation;
 - (ii) the need to make sure Senior Management and appropriate members of the Communications Team are media trained;
 - (iii) the internal framework in-place for staff to deputise within departments.
- The Committee AGREED that the Head of Marketing, PR & Communications should look to develop a crisis communications plan for the College.
- 7.4 The Committee NOTED the status of the External Engagement Strategy, and AGREED that the Vice Chair and the Head of Marketing, PR & Communication should meet, outwith the Committee, to discuss the development of the Strategy (alongside a proposed Alumni Strategy).

8 STAKEHOLDER ENGAGEMENT

8.1 COMMUNITY PLANNING PARTNERSHIPS (CPPs)

8.1.1 The Committee NOTED an update on the College's three CPPs in the region; East Lothian, Midlothian and the City of Edinburgh Council. The Deputy Principal informed the Committee of the College's statutory obligations under the 'Community Empowerment (Scotland) Act 2015'. The Committee NOTED that the future development of the College's Regional Outcome Agreement must reflect the local CPP outcome agreement priorities.

8.1.2 The Committee NOTED current staff engagement with each of the three CPPs.

8.1.3 The Committee NOTED that the newly appointed Head of Planning and Performance would be producing a 'review report' on the College's engagement with the CPPs. Members DISCUSSED the elements covered by the review, including the following points:

- (i) the evaluation of CPPs and its impact on the College;
- (ii) the timing of the review, and how it coincides with a wider review of the College's engagement and partnership;
- (iii) the merging of key performance indicators.

8.1.4 The Committee NOTED that in terms of governance, the responsibility for the College's regional collaboration and planning rests with the Board. The Governance Director informed Members that the Committee, on behalf of the Board, must ensure that satisfactory CPP arrangements are in-place, and that periodical reports are considered.

8.2 CITY DEAL BRIEFING

Ken Shaw, Head of Employability & Skills at City of Edinburgh Council, joined the meeting.

8.2.1 The Committee Chair welcomed Ken Shaw to the meeting. The Committee NOTED Mr Shaw's role at City of Edinburgh Council and his current secondment to the City Deal.

8.2.2 The Committee NOTED a presentation on the City Deal, which described why the 'City Region' needed such a deal, the key themes in the regional growth areas, and the vision for the region through the City Deal.

8.2.3 The Committee DISCUSSED the following matters in-relation to the City Deal:

- (i) the level of engagement of Skill Development Scotland (SDS) and their important role in the success of such an initiative;
- (ii) the funding of the City Deal, and negotiations around the terms of investment;
- (iii) the governance of the City Deal, and the need for 'joined up' think between politicians and directors;

- (iv) the 'complementary' nature of the proposed City Deals in Edinburgh and Glasgow.

8.2.4 The Committee Chair thanked Mr Shaw for his presentation, and for engaging in subsequent discussions with the Committee.

Ken Shaw left the meeting.

9 EXTERNAL ENGAGEMENT SUB-GROUPS

9.1 COMMERCIAL & INTERNATIONAL SUB-GROUP

9.1.1 Minutes 06.10.15

The Committee NOTED the Commercial & International Sub-Group minutes and actions from the meeting of 06 October.

The Committee NOTED that the Sub-Group had considered commercial and international KPIs, and would meet again on 14 December to progress the matter further.

The Committee NOTED that the College's 'Highly Trusted Sponsor' status was currently undergoing an annual Basic Compliance Assessment (BCA). Members DISCUSSED the restrictions placed on Tier 4 Student numbers across the UK, and the reputational risk should the College's 'Highly Trusted' status be withdrawn. The Committee NOTED that a further update on the outcome of the BCA would be provided in due course.

The Committee NOTED a question from the Student President regarding the Commercial & International Sub-Group's membership. The Chair of the Sub-Group informed the Committee that the membership had been kept streamlined to allow greater focus on the development of KPIs and Business Pipelines, but accepted that it may now be appropriate for the Sub-Group to review its membership. The Committee AGREED that the Sub-Group should consider its membership and report back to the next meeting of the Committee.

9.1.2 Delegated Financial Authority

The Committee NOTED proposed changes to delegated financial authority limits by the Commercial & International Sub-Group, in-light of changes to the Board's committee structure and business undertaken by the College in AY 2014/15.

Members DISCUSSED the timescales for decision-making, and a proposed pro-forma to deal with delegated authority requests. The Committee AGREED to recommend the proposed delegated financial authority limits to the Audit & Risk Assurance Committee for approval.

9.2 BOARD ENGAGEMENT SUB-GROUP

9.2.1 The Committee NOTED that the Chair of the Board Engagement Sub-Group would outline the Sub-Group's remit at the next meeting of the Committee.

The Chair of the Sub-Group highlighted that the Sub-Group would progress the (now defunct) Nominations & Engagement Committee's work on 'beneficial links', whilst also contributing to the development of the External Engagement Strategy (Paragraph 7.4 refers).

10 ANY OTHER COMPETENT BUSINESS

10.1 None.

11 DATE OF NEXT MEETING

11.1 The date of the next meeting is 19 January 2016 at 14:00, in the Boardroom, Granton Campus.

The meeting closed at 17:05hrs