



## **CORPORATE DEVELOPMENT COMMITTEE**

### **APPROVED MINUTES OF MEETING OF 25 AUGUST 2020**

#### **15:00, Remote Meeting via Microsoft Teams**

**Present:** Bruce Cassidy; Rose Dodgson; Lesley Drummond (Chair); Ann Landels; Gwen Raez; Azra Sharif-Qayyum;

**In attendance:** Nick Croft; Jane Grant; Michael Jeffrey; Michele Mulvaney (City of Edinburgh Council); Richard Thomas (Police Scotland) Marcus Walker (Clerk)

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

- 1.1 Apologies were received from Audrey Cumberford.
- 1.2 The Chair welcomed the new ECSA Vice President (Welfare), Rose Dodgson, to her first meeting of the Committee.
- 1.3 The Committee NOTED that Michele Mulvaney (Strategy Manager at City of Edinburgh Council) and Richard Thomas (Chief Superintendent at Police Scotland) would be joining the Committee for Item 6.2, to update members on developments relating to the City of Edinburgh Community Planning Partnership.

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

- 2.1 None.

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

- 3.1 The Committee APPROVED the minutes from 25 May 2020 as an accurate record of the meeting.

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

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

#### 4.2 MAJOR PROJECTS DASHBOARD [Ref. 7.1.3 / 03.03.20 refers]

The Committee NOTED a Major Projects Dashboard which outlined key transformational change projects within Edinburgh College. The Committee welcomed the opportunity to review the Dashboard, and AGREED that it should be presented to the Board - for information. Further to this, the Committee AGREED that it would welcome the opportunity to review progress against the Major Projects Dashboard at a future meeting.

### 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 NOTED its Terms of Reference as previously agreed on 24 September 2019, and AGREED that no further updates were required.

### 6 RELATIONSHIP REPORT

#### 6.1 RELATIONSHIPS UPDATE

- 6.1.1 The Committee NOTED a Relationships Update which outlined key developments in relation to stakeholder engagement, Community Planning Partners (CPPs), community and third sector outreach, major partnership projects and Board engagement.
- 6.1.2 The Committee NOTED that the Principal remained in regular contact with the SFC, Scottish Ministers, the Scottish Government and the National Skills and Enterprise Board to consider and agree a response to the significant impact of the Covid-19 pandemic on the college sector. The Vice Principal Corporate Development advised the Committee that the Executive Team also remained engaged with the College Scotland Working Groups which aimed to ensure a coordinated response across the sector to the pandemic.
- 6.1.3 The Committee NOTED that the three local CPP Boards had met to consider their joint response to the impacts of the Covid-19 pandemic. The Head of Communications, Policy and Research advised the Committee that the College had significantly increased its involvement in the development and delivery of CPP Local Economic Recovery Plans, through their respective Economic Development Partnerships.
- 6.1.4 The Committee DISCUSSED the work currently being undertaken to address the growing levels of youth unemployment, and the efforts of the College to focus on the recruitment of school leavers, and those recently made unemployed, on to College courses. The Vice Principal Corporate Development advised the Committee that the scale of unemployment across the region would become much starker once the UK Government's Job Retention Scheme had ended in October 2020.

- 6.1.5 The Committee NOTED that the Interim Chair, the Interim Vice Chair and the Principal had met with counterparts at Queen Margaret University, in July 2020, to discuss further engagement between the two institutions. The Interim Chair of the Board advised the Committee that engagement between the College and local universities would be essential to the regions response to the Covid-19 crisis, and the immediate and long-term impacts it would have on the tertiary education sector.

## 6.2 CITY OF EDINBURGH COMMUNITY PLANNING PARTNERSHIP

### ***Michele Mulvaney (Strategy Manager at City of Edinburgh Council) and Richard Thomas (Chief Superintendent at Police Scotland) joined the meeting***

- 6.2.1 The Committee NOTED a verbal update on matters relating to the City of Edinburgh CPP. The Chief Superintendent, as Chair of the Local Outcome Improvement Plans (LOIPs) Delivery Group, advised the Committee of the three priorities of the Edinburgh Partnership Board for the people it serves:
- (i) Enough money to live on;
  - (ii) Access to work, learning or training opportunities;
  - (iii) A good place to live.
- 6.2.2 The Committee NOTED that, whilst the Covid-19 pandemic had shown how leaders from a diverse range of organisations could come together to make a difference in the challenging areas of poverty, inequality and deprivations, it was likely that the ongoing public health and economic crisis would widen inequalities across the region further.
- 6.2.3 The Committee NOTED that the Head of Communications, Policy & Research was currently a member of the LOIP Delivery Group, and had actively engaged with the Group (on behalf of Edinburgh College) to help it meet its shared aims and objectives.
- 6.2.4 The Committee NOTED an update from the Strategy Manager of City of Edinburgh Council on developments relating to Local Improvement Plans (LIPs), which are a legislative requirement of the Community Empowerment (Scotland) Act 2015 and provide a framework for partnership action to improve the quality of life for those experiencing the greatest inequality.
- 6.2.5 The Committee DISCUSSED the LOIP priority relating to 'learning and training opportunities' and its link to digital poverty. The Vice Principal Corporate Development outlined the ongoing work of the College to help students access funding opportunities and guidance, and advised members that a further update on progress against this matter would be provided to the Board on 22 September 2020. Further to this, the ECSA Vice President (Welfare) advised the Committee of the work undertaken to provide care experienced students with laptops, and the continued efforts to provide over 700 students with appropriate equipment.

- 6.2.6 The Chair thanked representatives from the City of Edinburgh CPP for attending the meeting, and it was AGREED that progress report documentation on the LOIPs and LIPs should be circulated to the Committee for information.

***The Strategy Manager at City of Edinburgh Council and the Chief Superintendent Police Scotland left the meeting***

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

***Azra Sharif-Qayyum joined the meeting***

***The Head of Commercial joined the meeting***

### **7.1 COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING UPDATE**

- 7.1.1 The Committee NOTED an update on the commercial income of the College in the academic year 2019/20. The Head of Commercial highlighted to the Committee that prior to the Covid-19 pandemic, and the UK-wide lockdown, the Commercial UK Team had performed well across all income strands. The Committee NOTED that the lockdown had an immediate effect on the ability of the College to meet its 2019/20 commercial targets, and therefore all pipeline work would now fall into 2020/21.
- 7.1.2 The Committee NOTED the Commercial UK Team had achieved its full Flexible Workforce Development Fund (FWDF) allocation, and it was expected that the College would be granted an extension to the training period - enabling employers to safely undertake training events and maximise the reskilling opportunities through the fund. The Head of Commercial highlighted to the Committee that the College continued to convert planned training to an online format, and as such had launched a new Virtual Professional Learning Prospectus.
- 7.1.3 The Committee NOTED that planned work in 2019/20 by the International Team had been significantly affected by the Covid-19 crisis, including the loss of summer school income and the reimbursement of associated deposits. The Head of Commercial advised the Committee that it was anticipated that a number of 2019/20 of contracts would emerge in 2020/21, whilst additional new contracts remained under development.
- 7.1.4 The Committee NOTED a range of scenarios against the forecast 2020/21 Commercial Development budget, and the most likely scenario based on lockdown and distancing measures continuing until January 2021. The Head of Commercial advised the Committee that the College would continue to be guided by Scottish Government & UK guidance on current and future approaches emerging - as colleges progressed through the Scottish Government Covid-19 Route Map. Further to the this, the Committee NOTED that the Head of Commercial would continue to liaise closely with colleagues through the 5R Covid-19 Steering Group.

- 7.1.5 The Committee DISCUSSED the following in relation to Commercial and International activity:
- (i) The publication of the Virtual Professional Learning Prospectus, and the importance of a Digital training offer;
  - (ii) the long-term impact of Covid-19 restrictions on members of staff travelling abroad;
  - (iii) the potential opening of the College facilities, such as The Club and student accommodation, in line with Scottish Government guidelines;
  - (iv) potential funding opportunities as the Scottish Government continue to respond to the crisis.
- 7.1.6 The Committee NOTED the continued uncertainty around the short, medium and long-term impacts of Covid-19 on commercial and international activity. The Chair commended both the Commercial UK and International Teams on their response to the challenging operating environment, and on behalf of the Committee wished both Teams well in meeting their 2020/21 income targets.

## 7.2 COMMERCIAL & INTERNATIONAL STRATEGY REVIEW

- 7.2.1 The Committee NOTED the extant Commercial Strategy 2017-22, which was approved by the Board on 20 March 2018. The Vice Principal Corporate Development advised the Committee that, in light of the changing strategic and operating landscape, the Strategy would be reviewed in 2020/21.
- 7.2.2. The Committee NOTED that at its Strategy Day on 27 October 2020, the Board would begin the process of considering its strategic priorities and developing a new strategic plan. The Vice Principal Corporate Development informed the Committee that once this process had commenced a draft Commercial Strategy would be brought back to the Committee for review.
- 7.2.3 The Committee DISCUSSED the following in relation to the extant Commercial Strategy 2017-22, and its proposed review:
- (i) The 'A Future Proof College' programme, and the integration of Strategic Blueprint projects into day-to-day College business;
  - (ii) the COLLAB partnership and its return on investment to date;
  - (iii) the continued diversification of the international portfolio of the College;
  - (iv) the inclusion of a section on the FWDF within the Strategy, as the initiative predated the original document.
- 7.2.4 The Committee AGREED that it would welcome a further update on the review of the Commercial Strategy at its next meeting, following initial discussions on the wider College Strategic Plan at the Board Strategy Day.

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

## **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 the significant amount of communications activity undertaken in response to the Covid-19 pandemic and its wider impact on the operations of the College. The Head of Communications, Policy & Research advised the Committee that a three-month Communications Plan had been implemented for students and staff to retain engagement during the lockdown period and the start of the new academic year.
- 8.1.3 The Committee NOTED that following an extensive tender exercise, the College had awarded a contract to Innovation Digital to develop a new College website. The Head Communications, Policy & Research highlighted to the Committee that Innovation Digital had worked with a number of other colleges and had available a number of 'off the shelf' design options, which would mean that the new website could be launched before the academic year 2021/22.
- 8.1.4 The Committee NOTED that the College continued to work with the College Development Network to progress the national enquiry project into the role of Scottish colleges in tackling poverty and inequality. Head Communications, Policy & Research informed the Committee that a member of College staff had been temporarily seconded to the project to assist with data and case study gathering.

### **8.2 COMMUNICATIONS, MARKETING & ENGAGEMENT STRATEGY REVIEW**

- 8.2.1 The Committee NOTED the extant Communications, Marketing & Engagement Strategy 2017-22, which was approved by the Board on 02 May 2017. The Vice Principal Corporate Development advised the Committee that, in light of the changing strategic and operating landscape, the Strategy would be reviewed in 2020/21.
- 8.2.2 The Committee NOTED that at its Strategy Day on 27 October 2020, the Board would begin the process of considering its strategic priorities and developing a new strategic plan. The Vice Principal Corporate Development informed the Committee that once this process had commenced a draft Communications, Marketing & Engagement Strategy would be brought back to the Committee for review.
- 8.2.3 The Committee DISCUSSED the following in relation to the extant Communications, Marketing & Engagement Strategy 2017-22, and its proposed review:

- (i) The continued relevance of the extant Strategy's aims and objectives;
- (ii) the inclusion of references to Developing the Young Workforce (DYW) and other areas of engagement;
- (iii) the maximisation of Board member links, to help promote the College and its aims more widely across the region;
- (iv) the addition of further reference to access and inclusion, and how the College aims to meeting the challenges of Digital poverty;
- (v) further information on the Edinburgh College Development Trust and its purpose.

8.2.4 The Committee AGREED that it would welcome a further update on the review of the Communications, Marketing & Engagement Strategy at its next meeting, following initial discussions on the wider College Strategic Plan at the Board Strategy Day.

## **9. ANY OTHER COMPETENT BUSINESS**

9.1 None.

## **10. FOR INFORMATION**

### **10.1 REVIEW OF COMMITTEE OPERATION 2019/20**

10.1.1 The Committee NOTED an updated version of the Review of Committee Operation 2019/20, as agreed by members outwith the meeting on 30 June 2020.

### **10.2 HORIZON SCANNING REPORT**

10.2.1 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 the specific focus of this edition of the report was the impact of the Covid-19 Pandemic on the international, national and regional economy.

### **10.3 COMMITTEE PROGRAMME OF WORK 2020/21**

10.3.1 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 17 November 2020.

***Meeting closed at 17:05***