

EXTERNAL ENGAGEMENT COMMITTEE

AGENDA

A meeting of the External Engagement Committee will be held at 14:00hrs on Tuesday 08 November 2016 in the Boardroom, Milton Road Campus.

		Lead Speaker	Paper
1	WELCOME & APOLOGIES	Chair	
2	DECLARATIONS OF INTEREST	Chair	
3	MINUTES OF PREVIOUS MEETING <i>for approval</i>	Chair	A
4	MATTERS ARISING		
	4.1 Matters Arising Report	Chair	B
	4.2 Review of Committee Operation 2015/16 attached	Chair	C
5	TERMS OF REFERENCE	Chair	D
6	COMMUNITY PLANNING PARTNERSHIPS		
	6.1 City of Edinburgh Council Leadership Locality Teams	N Croft	Presentation
	6.2 Community Planning Partnerships Report	R Whetton	E
<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	SENIOR MANAGEMENT RESTRUCTURE attached	M Jeffrey	F
8	STAKEHOLDER ENGAGEMENT STRATEGY	D Robertson	Presentation
9	COMMUNICATIONS REPORT	D Robertson	G
10	MARKETING REPORT	D Robertson	H
11	EXTERNAL ENGAGEMENT SUB-GROUPS		
	11.1 Commercial & International Sub-Group		
	11.1.1 Minutes 13.10.16	Chair	I
<i>Item 11 is presently exempt from publication under the Freedom of Information (Scotland) Act 2002, Section 33, Commercial Interests and the Economy.</i>			
	11.2 Board Engagement Sub-Group	I Young	Verbal
12	ANY OTHER COMPETENT BUSINESS		
13	DATE OF NEXT MEETING: 25 January 2017		

EXTERNAL ENGAGEMENT COMMITTEE REVIEW 2016

Purpose of the Report

On 24 May, members of the External Engagement Committee responded to questions posed in the attached 2016 Committee Review Form. The Committee subsequently agreed that the Governance Advisor should complete Parts 1 & 2 of the form to include members' comments, and circulate an updated version to the Committee for approval.

Attached is a finalised version of the Committee Review Form, as approved by members on 03 August (outwith the Committee).

Action Required

The Committee is asked to NOTE the completed External Engagement Committee Review 2016.

Strategic Implications

Risk	Yes \ No	Details
Governance \ legal	Yes	The Committee is required to review its operation/performance annually.
Financial	No	
Executive Approval	Yes \ No	Details
Reviewed by Executive (if required)	No	
Other	Yes \ No	Details
Equality Impact	Yes	

External Engagement Committee Review 2016

Part 1

Membership	Y/N	Comments
Has the Committee's membership been compliant with its terms of reference during the past year?	Y	The Committee has maintained its membership despite the stepping down of its former Chair, Jan Cutting, from the Board in February 2016. Following the Board on 09 February, Bob Downie and Azra Sharif-Qayyum joined the Committee as non-executive members. There are currently four non-executive members, along with one staff member and one student Board member.
Are there any skills gaps that the Committee would bring to the attention of the Nominations Committee?	N	The Committee will continue to keep this matter under review.
Meetings		
Has the committee met in accordance with its terms of reference and often enough to fulfil its remit?	Y	The Committee is scheduled to meet four times in 2015/16, in line with its terms of reference. Meeting have taken place in November, January, March and May over the course of the academic year.
Have all meetings been quorate?	Y	All meeting of the Committee have been attended by at least two non-executive members and one full member, in line with requirements of the terms of reference.
Administration		
Have pre-meetings assisted in the planning of Committee business?	Y	The Committee Chair, Executive Lead and Governance Advisor liaised prior to each meeting of the Committee to confirm a suitable agenda and papers.
Have papers been issued sufficiently in advance of meetings?	Y	Committee papers are circulated to members a week in-advance of meetings.
Have minutes and actions been distributed in good time after meetings?	Y	Minutes are circulated to the Committee following approval by the Chair. All minutes are reported to the next appropriate meeting of the Board of Management by the Chair.

Are there any other points Members would like to raise?	N	On 24 May 2016, members agreed that the membership, meetings and administration of the External Engagement Committee were appropriate.
---	----------	--

External Engagement Committee Review 2016

Part 2

Performance Monitoring Role

1. Is the Committee monitoring the KPIs it needs to in line with its remit or is there a need for review or change?

The Committee monitors performance relating to the College's engagement with Community Planning Partnerships (CPP) at each meeting, through a standing CPP item. On 24 May, the Committee agreed a new format for reporting CPP engagement to the Committee, which aims to support effective performance monitoring around stakeholder/partner engagement going forward into 2016/17.

The Committee monitors performance and risk associated with commercial and international income through its Commercial & International Sub-Group, which met on four occasions in 2015/16. The Sub-Group also considers, and feeds back to the Committee on, approaches to growing the College's non-SFC income. The Sub-Group's minutes and actions are reported to the Committee, by the Chair, under a 'Sub-Groups' standing item.

The Head of Marketing, PR and Communications attends all meeting of the Committee and advises on matters relating to communications, marketing and stakeholder engagement. The Committee through a 'Communications and Marketing' standing item receives updates on the status/performance and associated risks of ongoing projects in the department.

2. Does the Committee receive the information it needs to monitor performance effectively?

Yes. The receipt of the performance information outlined above is sufficient for the Committee monitor performance in the areas of: (i) Communications, Marketing and Stakeholder Engagement; (ii) Commercial and International Development.

3. Have there been any areas where the Committee has not been able to exercise its performance monitoring role effectively or where practice could be improved?

The Committee is satisfied that it has been able to exercise its performance monitoring role effectively, however, the Committee Chair and members (with assistance from the Executive) will continue to consider ways in which practice can be improved.

Strategic Role

4. How would the Committee define the key strategic issues within its remit?

The Committee considers and approves, where appropriate, the development and review of strategies relevant to the Committee purpose. The Board Engagement Sub-Group, which reports directly to the Committee, is currently overseeing the development of the College's External Engagement Strategy and will report to the Committee in 2016/17.

The Committee keeps under review both regional and national economy and market trends to help advise the Board on the alignment of the curriculum, and matters of commercial interest. To support this, the Committee has invited external speakers to attend meetings. For example, in November, the Committee received a presentation on the Edinburgh City Deal and, more recently in June, met with representatives of the East Lothian Planning Partnership to discuss 'achievements and opportunities'.

Marketing and brand development are two key areas of strategic importance, with the Committee monitoring the development of the College brand and its strategic implementation closely. The College's strategy towards marketing and brand awareness have been shown to correlate strongly with its ability to meet student recruitment targets, and will be of particular importance as the College continues to reconfigure its curriculum offer.

5. In what ways has the Committee influenced strategy in its area of remit in the last year?

The Committee has championed the continued development of non-SFC income, in order for the College to meet its financial targets, and has requested that the Executive adopt a realistic approach to commercial and international budgeting in 2016/17.

As outlined under 'Performance Monitoring', the Committee has agreed to the implementation of a more strategic approach to the College's relationship with its CPP partners and its wider external engagement. Reports to the Committee from the Head of Performance & Planning in the coming academic year will adhere to this new approach.

6. Are there particular areas in which the Committee might improve practice in relation to its strategic role?

On 24 May, members agreed that it would welcome a more proactive approach to inviting key stakeholders and partners in the region to engage with the Committee. Further to this, it was agreed that such engagements must remain strategic, with set outcomes considered in advance of visits.

External visits of this nature may provide the Committee with greater strategic insight, allowing it to guide the Board of Management on matters of engagement and commercial development more effectively.

Decision-Making

7. Has decision-making been "transparent, informed, rigorous and timely¹" in the past year?

The academic year 2015/16 has been the first year of operation for the External Engagement Committee. During the period the Committee has considered and refined the format of information it receives, in order for members to more make informed decisions on the wide range of business it considers. The Committee will continue to work with the Executive and the Senior Management Team to develop the information it receives.

In general, the Committee has received appropriate papers relating to matters within its remit and deals with them in a timely manner.

8. Are there ways that the Committee could strengthen its practice in relation to decision-making?

As outlined above, the Committee will continue to review its operation and develop the information it receives further.

9. Are there examples that show how the student experience has informed and been central to the Committee's decisions?

A Student Board Member sits on the External Engagement Committee and is centrally involved in the decision-making process of the Committee.

¹ This is a definition of effective decision-making given in the Code of Good Governance for Scotland's Colleges.

Relationships

10. Has the Committee's relationship with the Board been effective in the past year, and are there any examples of where it could have been more effective?

The Committee, through its Chair, reports its minutes to each Board meetings along with papers on key items of Committee business which members wish to bring to the Board's attention.

The Chair of the External Engagement Committee sits on the Policy & Resources Committee and the Remuneration Committee, whilst the Vice Chair (one of four Non-Executive members on the Committee) convenes the Policy & Resources Committee and is a member of the Nominations Committee.

It should be noted that whilst the relationship between the Committee and the Board is considered effective, the Committee will continue to monitor its effectiveness within this area.

11. Has the Committee's relationship with the Executive been effective in the past year, and are there any examples of where it could have been more effective?

Yes. The Depute Principal acts as Executive Lead to the Committee, and is supported by Head of Marketing, PR & Communications. As required, the Committee receives reports from members of the College's senior management, for example, the Head of Performance & Planning attends meeting for items relating to CPPs and external engagement.

12. Has the boundary between governance and management been effective in practice in the past year or are there examples of where it could have been more effective?

Yes.

SENIOR MANAGEMENT RESRUCTURE

Purpose of the Report

To provide the External Engagement Committee with an overview on progress related to the recent senior management restructure.

Action Required

The Committee are asked to NOTE the information provided.

Strategic Implications

Risk	Yes \ No	Details
Governance \ legal	Yes	The Committee is shall retain an overview of the executive function, especially with regard to key areas within its remit.
Financial	No	
Executive Approval	Yes \ No	Details
Reviewed by Executive	Yes	
Other	Yes \ No	Details
Equality Impact	No	

Appendices

1. Senior Management Group Organisation Chart

1. Introduction

I am pleased to inform Board members that senior staff recruitment is now almost complete. As you are already aware, appointments have been made at Executive level, with all three Assistant Principal's in post from July 2016 and the new Depute Principal took up post in October 2016.

2. Details

To date, we have now made appointments at Senior Management Group level, filling the posts of:

- Head of HR/OD
- Head of Corporate Development;
- Head of Support for Learning
- Head of Creative Industries
- Head of Health, Wellbeing and Social Science.

We were not able to recruit a suitable person to the post of Head of Commercial Development; or Head of Engineering and Build Environment, and as these are key posts, we have decided to re-advertise and use the search services of a recruitment company.

Executive members have been aligned to committees as lead officers to ensure the appropriate level of representation, as below:

- Policy and Resources: Alan Williamson, Chief Operating Officer (Alex Craig, Depute Principal in support)
- Audit and Risk Assurance: Alan Williamson, Chief Operating Officer (Richard Whetton, Head of Corporate Development in support)
- Academic Council: Jon Buglass, Assistant Principal, Curriculum Design and Delivery (Alex Craig, Depute Principal in support)
- External Engagement: Michael Jeffrey, Assistant Principal, Income and Product Development (Alex Craig, Depute Principal and Richard Whetton, Head of Corporate Development in support)

For information, I have attached the most up-to-date organisation chart at Appendix 1.

Annette Bruton

Principal and Chief Executive

October 2016







