

CORPORATE DEVELOPMENT COMMITTEE

MINUTES OF MEETING OF 19 SEPTEMBER 2024

16:00, via Microsoft Teams

Present: Stewart Darling; Fiona Doring; Adam Lowe; Gwen Raez (Chair)

In attendance: Lucy Dingle; Michael Jeffrey; Shona Pettigrew; Marcus Walker (Clerk)

1. WELCOME AND APOLOGIES

- 1.1 The Committee NOTED apologies from Bruce Cassidy and Kirsty MacKenzie.
- 1.2 The Chair welcomed Adam Lowe, ECSA Student President, to his first Corporate Development Committee since joining the Board of Management on 1 July 2024.
- 1.3 The Committee NOTED that Daniel Greig, Senior Policy and Insight Officer at City of Edinburgh Council, would join the meeting to present *Item 4.1, Edinburgh Community Planning Partnership Update*.

2. DECLARATIONS OF INTEREST

- 2.1 None.

3. MINUTES OF PREVIOUS MEETING

- 3.1 The Committee APPROVED the minutes from 28 May 2024 as an accurate record of the meeting.

4. MATTERS ARISING REPORT

- 4.1 The Committee NOTED that actions from the previous meeting were complete, overtaken or on the agenda, except for the Granton Waterfront Nursery item.
- 4.2 The Committee NOTED that it had previously agreed that a profit & loss statement for the Granton Waterfront Nursery would be produced to guide a strategic discussion on its future. The Vice Principal Corporate Development advised the Committee that the Nursery's accounts were currently being reviewed to ensure they were as accurate as possible.

- 4.3 The Committee DISCUSSED the year end 2023/24 financials of the Nursery and the movement from a forecast profit to a deficit position. Members AGREED that the Granton Waterfront Nursery should remain as a discussion item on future committee agendas.

5. RELATIONSHIP REPORT

5.1 EDINBURGH COMMUNITY PLANNING PARTNERSHIP

- 5.1.1 The Committee NOTED a presentation from City of Edinburgh Council on the next stage for partnership working in the Edinburgh region. The Senior Policy and Insight Officer informed the Committee that the Edinburgh Partnership had agreed to develop a Transformation and Improvement Programme at its Board meeting in September 2023, to reassess community planning following the Covid-19 Pandemic.
- 5.1.2 The Committee NOTED a potential model for community planning in Edinburgh which aimed to support a more data-driven approach and enhance both accountability and transparency through improved reporting and monitoring by the Edinburgh Partnership Board.
- 5.1.3 The Committee DISCUSSED the workload placed on community partners and the number of workstreams the College actively participated in. The Vice Principal Corporate Development advised the Committee that the Executive Team were currently reviewing its staff resources to maintain appropriate levels of representation across partnership groups.
- 5.1.4 The Committee NOTED the timeline for consultation on the Transformation and Improvement Programme, which would lead to the development and sign-off of a final model and plan by the end of the calendar year. The Chair, on behalf of the Committee, thanked the Senior Policy and Insight Officer for attending the meeting to update Members on developments.

5.2 RELATIONSHIPS UPDATE TO SEPTEMBER 2024

- 5.2.1 The Committee NOTED an update on relationships arising from external stakeholder engagement and partnership activity.
- 5.2.2 The Committee NOTED that the College's relationship with Clark Communication continued to develop across several operational areas. The Vice Principal Corporate Development advised the Committee that Clark Communications had developed a set of key messages for the College, which would be shared with the Board of Management in due course.
- 5.2.3 The Committee DISCUSSED the development of two thought leadership articles by Clark Communications and NOTED that they would be circulated to the Board of Management once published.

- 5.2.4 The Committee NOTED that the College was currently in the process of redefining and redeveloping its External Engagement Strategy through Clark Communications, to establish Edinburgh College's position in the region. The Committee DISCUSSED the External Engagement Strategy and AGREED that a draft should be presented to its next meeting.

6. COMMERCIAL, INTERNATIONAL AND ALTERNATIVE FUNDING REPORT

- 6.1 The Committee NOTED that bespoke commercial income targets were exceeded in 2023/24, despite the loss of Flexible Workforce Development Funding mid-year. The Director of Enterprise & Knowledge Exchange highlighted that a strong performance in this area signposted the fact that employers had maintained their relationship with the College.
- 6.2 The Committee NOTED that Commercial Hire and Lets activity was now monitored across the College, with a positive baseline position of £150k generated in 2023/24. The Director of Enterprise & Knowledge Exchange informed the Committee that positive progress has been made in recent months, with the majority of Ukrainian families residing in the Milton Road accommodation rehomed, a new catering contract signed, and new partner lease arrangements in place to provide a solid foundation from which to progress towards 2024/25 targets.
- 6.3 The Committee NOTED that income generated through international student recruitment increased 20% from 2022/23, with international student numbers at an all-time high for the College. The Director of Enterprise & Knowledge Exchange advised the Committee that projects have been taken forward with partners in nine different countries including in-country work in both China and Ghana.
- 6.4 The Committee welcomed the positive performance across commercial, international, and alternative income activities, and DISCUSSED the need to ensure that commercial performance was appropriately articulated within the College's financial reporting. The Committee AGREED that the Chair, as part of her update to the Board of Management on 26 September 2024, should highlight the achievements of the College to enhance its non-SFC income streams within a challenging operating environment.

Adam Lowe left the meeting

7. BRAND AND REPUTATION REPORT

- 7.1 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.
- 7.2 The Committee NOTED details of the recruitment campaign undertaken during July/August 2024. The Communications & Marketing Manager informed the Committee that a dedicated Clearing campaign was launched in July, with marketing activity included a week-long radio advert on Forth One, print advert in the Metro newspaper, organic news release, targeted email campaign, blog posts, paid social media adverts and organic social media activity.

7.3 The Committee DICSUSSED social media activity across all platforms and NOTED that the latest figures illustrated that increased engagement with the College. The Communications & Marketing Manager informed the Committee that once new and returning students had settled, following the opening weeks of the academic year, there would be a new social media campaign to engage with students.

8. ANY OTHER COMPETENT BUSINESS

8.1 None.

9. FOR INFORMATION

9.1 CORPORATE DEVELOPMENT COMMITTEE TERMS OF REFERENCE

9.1.1 The Committee NOTED its current terms of reference. The Chair advised the Committee that the Board would consider a proposal for a restructure of its committee on 26 September 2024, which would lead to the development of new and/or updated terms of references.

9.2 COMMITTEE PROGRAMME OF WORK 2024/25

9.2.1 The Committee NOTED its proposed programme of work for the 2024/25 academic year.

10. DATE OF NEXT MEETING

10.1 To be confirmed.

Meeting closed at 17:30