

NOMINATIONS COMMITTEE

MINUTES OF MEETING OF 20 MAY 2014

1600hrs, Boardroom, Milton Road Campus

Present: I Young (Chair); K Bradford; M Cahill; A Johnston; K Parry

In attendance: P Davis; S Earp; M Walker (Clerk); C Wilson

1 APOLOGIES

1.1 Apologies were received from Su Breadner.

2 DECLARATIONS OF INTEREST

2.1 No declarations of interest were received.

3 MINUTES OF PREVIOUS MEETING

3.1 The Committee APPROVED the Minutes from 30 January 2014 as an accurate record of the meeting.

4 MATTERS ARISING

4.1 Actions from the previous meeting were either marked complete or on the agenda.

5 COMMITTEE TITLE

5.1 Members AGREED that '*Nominations & Engagement Committee*' would be recommended to the Board, as a new Committee title.

6 COMMUNITY PLANNING PARTNERSHIPS (CPP)

6.1 The Committee Chair welcomed the VP Strategy and Planning to the meeting.

6.2 Members NOTED that the VP Strategy and Planning was tasked with providing oversight and leadership on the College's CPP activities.

6.3 Members NOTED progress to date at each of the College's three CPPs; Edinburgh Partnership, Midlothian CPP and East Lothian CPP.

The VP Strategy and Planning informed Members that significant changes to CPP governance and single outcome agreements had occurred over the past 10 months. Subsequently, the College's re-organisation at both strategic board level, and (more significantly) at the various working groups had resulted in a period of 'fragmented engagement'.

- 6.4 The Committee NOTED the key measures now in-place following a review of the engagement with each CPP by the Executive Team. The role of the VP Strategy and Planning, VP Corporate Development and VP Educational Leadership as 'leads' to each CPP was also NOTED.
- 6.5 Members DISCUSSED the CPP update, focussing upon the following areas;
- (i) the 'added value' of the College's engagement with each CPP, with regards to development opportunities;
 - (ii) the mapping of linkages between members of CPP forums;
 - (iii) the use of links acquired through CPPs as a predictor of strategic growth.

Members also welcomed the Student President's offer of ECSA's continued support to develop CPPs.

- 6.6 Members AGREED that updates of CPP developments would be provided to the future meetings of the Committee, as appropriate. The Committee Chair requested that updates provided further information on both 'added value' and strategic forecasting.

C Wilson, VP Strategy and Planning left the meeting.

7 COMMUNITY ENGAGEMENT STRATEGY

J Handley, Head of Centre for College Community entered the meeting.

- 7.1 The Committee Chair welcomed the Head of Centre for College Community to the meeting.
- 7.2 Members received the Community Engagement Leadership Strategy 2013-18. The Strategy was accompanied by a verbal summary outlining the current status of community engagement at the College, and the vision for the future engagement.
- 7.3 Members DISCUSSED opportunities for a wider range of public and private bodies to become involved in community engagement. The development of a contact list of bodies and members was highlighted as a potential avenue for exploration.
- 7.4 Members APPROVED the Community Engagement Leadership Strategy 2013-18, subject to the following amendments prior to the Board meeting on 10 June 2014;
- (i) the addition of a definition of 'community';

- (ii) clarification relating to community engagement 'linkages' and the development of further engagement with employers;
- (iii) further information on routes through to higher education;
- (iv) incorporation of bullet-points highlighted under 'Aims' into the action plan.

J Handley left the meeting.

8 COMMUNICATIONS STRATEGY UPDATE

- 8.1 Members AGREED that as a verbal update could not be provided by the Director of Organisation Development & Communications, a '*Communications Strategy Update*' paper would be circulated to Members outwith the meeting.

9 BRAND REVIEW PROJECT

- 9.1 Members NOTED an outline of the 'Brand Review and Development Project', which identified ownership of specific elements between the Marketing, OD and Communications Team.

- 9.2 Members DISCUSSED the outlined branding review, focussing on the following;

- (i) the Edinburgh College brand's current status and the timing of the Brand Review. Members recognised that the 'top-level' brand had become identifiable, both internally and externally, therefore it was considered an appropriate point in time to develop the underlying 'values' of the brand;
- (ii) the positioning and demography of staff engagement with the project. Members NOTED the cross-section of Board Members, Leadership, and both lecturing and support staff to be interviewed by Violet Bick, the external brand consultant chosen to undertake the first phase of the branding review.
- (iii) the 'cutting off point' for legacy brands at a strategic level, and the acknowledgement of legacy brands and their history across the campuses.
- (iv) the general difficulties associated with branding large organisations and their 'sub-brands'.

- 9.3 Members welcomed the update on the branding review and looked forward to an opportunity to consider a Branding Review Report, prior to the Board meeting in September 2014.

10 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

- 10.1 Members NOTED an update on the CRM Project provided by the VP Corporate Development.

10.2 The Committee DISCUSSED the involvement of the Development Trust and the Governance Team in 'Phase 2' of the project. The Governance Director emphasised that the functional areas of Governance and Communications should be differentiated in Phase 2.

10.3 Members were positive about the development of a CRM system, and AGREED to the project moving forward in the manner outlined.

11 COAT OF ARMS COMPETITION

11.1 Members NOTED the outcome of the Coat of Arms competition, following a Committee vote in April 2014.

11.2 Members NOTED that given the strict guidelines of the Lord Lyon, marketing professionals within the College would develop aspects of the chosen designs based on their key principles - prior to a description being submitted to the Lord Lyon's office.

11.3 Members NOTED that the coat of arms would not be ready for the 2014 graduation. Instead the design would be progressed in alignment with recommendations arising from the brand review exercise.

12 MONITORING OUR PERFORMANCE

12.1 Members NOTED 13 KPIs related to the remit of the Nominations and Remuneration Committees.

12.2 The VP Corporate Development informed Members that three KPIs within Objectives 6 & 7 would be reviewed in June 2014 to determine feasibility.

13 BOARD ANNUAL REVIEW 2013-14

13.1 MEMBERSHIP & ATTENDANCE REVIEW

13.1.1 Members NOTED the membership and attendance of the Board and its committees in 2013/14.

13.1.2 Members NOTED that the Student President was currently content with student representation on committees of the Board. The Student President confirmed that ECSA would continue to seek appropriate representation on all committees.

13.1.3 Members DISCUSSED whether the Board were required to publish registers of Board and committee attendance. Members were supportive of the publication of such information, but NOTED that this was not currently required under the College's publication scheme.

13.1.4 Members AGREED that the annual attendance report would be highlighted to the Chair, via the Committee Chair.

13.1.5 Members AGREED that attendance information would be included in the 2014/15 annual review.

13.2 INDUCTION & TRAINING REVIEW

13.2.1 Members NOTED an annual review of the induction and development activities undertaken by Board Members in 2013/14.

13.2.2 Members DISCUSSED the list of Board developments events and whether more information on individual Board Members training was required.

13.2.3 Members AGREED that details of individuals' training were not required by the Committee, as Board Members' development needs would be reviewed at the Chair's one-to-one meetings.

13.3 EVALUATION PROCEDURE 2014

13.3.1 Members APPROVED the proposed approach for the Board's 2014 annual evaluation exercise.

13.3.2 Given the formal appointment of the Chair to lead the Regional College Board and Members' 12-18 months experience of the present leadership, Members AGREED to a more focussed evaluation of the Chair, as outlined in annual evaluation proposal.

14 REVIEW OF COMMITTEE OPERATION

14.1 Members NOTED that the Committee were required to annually review their operation and performance.

14.2 Members DISCUSSED the questions provided and were content to answer 'yes' (without further comment) to each question, with the exception of Q16.

Member AGREED that the Committee Chair, Governance Director and the Executive Leads would liaise to discuss how the Committee could generate 'beneficial links', to advance the work of the Board.

14.3 Members AGREED that the Committee Chair would sign-off the completed Annual Review Form on behalf of the Committee.

15 DRAFT STATEMENT ON DIVERSITY

15.1 Members APPROVED a draft statement on diversity for inclusion in the Board's Annual Report.

16 APPOINTMENTS PROCESS TIMELINE

16.1 Members NOTED the draft appointment process for the Board of Management, through to March 2015.

17 RISK APPETITE

17.1 Members NOTED a Risk Appetite Summary circulated to all committees of the Board of Management, at the request of the Audit Committee.

17.2 Members DISCUSSED aspects of the Committee's remit in relation to '*Reputation*' and '*People & Culture*'.

17.3 Members AGREED that the risk appetite range stated for '*People & Culture*' was suitable. However, the Committee queried whether '*Culture*' was a factor where a higher willingness to take risk could be required - for example, in challenging aspects of the College's culture.

17.4 Members AGREED that '*Reputation*' was appropriately categorised as low risk appetite area.

18 DEVELOPMENT TRUST UPDATE

18.1 Members NOTED that the Development Trust had met and appointed a Chair and Vice Chair.

18.2 Members AGREED that since the Development Trust was operational, the '*Development Trust Update*' would no longer be a standing item on the Committee's agenda.

19 ANY OTHER BUSINESS

19.1 EMERGING OPPORTUNITIES

Members NOTED an update on emerging opportunities of strategic significance to the College.

19.2 STUDENT PRESIDENT

Members NOTED that it was the incumbent Student President's last Nominations Committee. On behalf of Members, the Committee Chair thanked the Student President for her contribution to the Committee and her tireless efforts to support the student body.

The Student President thanked the Committee for the level of parity Members had provided throughout her tenure.

20 DATE OF NEXT MEETING

20.1 The date of the next meeting is 9 October 2014, 4pm, Milton Road Campus.

The meeting closed at 1805hrs