



## **NOMINATIONS & ENGAGEMENT COMMITTEE**

### **MINUTES OF MEETING OF 08 JUNE 2015**

**1400hrs, Boardroom, Granton Campus**

**Present:** J Cutting (Chair); K Bradford; I McKay; I Young

**In attendance:** S Breadner; A Bruton; P Davis; J Van Herk; M Walker (Clerk)

#### **1 WELCOME & APOLOGIES**

- 1.1 The Committee Chair welcomed the new Principal, Annette Bruton to the meeting, as an attendee.
- 1.2 The Committee Chair welcomed the Student President, Jeroen Van Herk to the meeting.

#### **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 01 May 2015 as an accurate record of the meeting.

#### **4 MATTERS ARISING**

##### **4.1 MATTERS ARISING UPDATE**

Actions from the previous meeting were either marked complete or on the agenda, with the exception of:

##### **4.1.1 MONITORING OUR PERFORMANCE**

The Committee NOTED that the Deputy Principal would circulate an update on the development of strategic objectives outwith the meeting.

##### **4.1.2 COMMUNITY PLANNING PARTNERSHIP (CPP)**

The Committee NOTED that the Deputy Principal would circulate a written report on CPPs to Committee Members outwith the meeting.

#### 4.1.3 MARKETING CAMPAIGNS

The Committee NOTED that a presentation on upcoming College marketing campaigns would be presented at a future meeting of the Committee.

#### 4.2 STUDENT MEMBERSHIP

The Committee NOTED that the Student President would attend the remaining Nominations & Engagement Committee meetings in 2014/15, to ensure an appropriate level of student representation was maintained.

### 5 LEADERSHIP STRATEGIES

***The Head of Communications, Moira Findlay, and the Head of Marketing, Deborah Robertson, joined the meeting.***

#### 5.1 COMMUNICATIONS & STAKEHOLDER ENGAGEMENT

5.1.1 The Committee NOTED a revised Leadership Strategy for Communications & Stakeholder Engagement, which had been updated to align with the development plan and curriculum strategy.

5.1.2 The Head of Communications provided a presentation outlining the internal and external context in which the Strategy had been developed. The Committee NOTED the Department's achievements and progress to date, and the 'key development' theme's moving forward.

5.1.3 The Committee DISCUSSED the following aspects of the Communications & Stakeholder Engagement Strategy:

- (i) the importance of communications and stakeholder engagement in the College achieving its organisation-wide strategy;
- (ii) the need to develop external networks and a greater influence in national policy matters;
- (iii) the resourcing of the Communications Department and the potential uses for additional funds;
- (iv) the high-level of positive and/or neutral news articles published despite the challenges facing the College;
- (v) the importance of internal communications and the need to engage staff and students;
- (vi) the representation of 'Communications' within different academic areas, and the need for more media trained senior managers.

5.1.4 The Committee AGREED that the Leadership Strategy template should be reconsidered to create a more concise document. The Committee NOTED that, in light of the ongoing Executive and Leadership restructuring process, it may be appropriate for the Communications and Marketing Strategies to be drawn together in future.

5.1.5 The Committee APPROVED the revised Communications & Stakeholder Engagement Strategy, subject to the requested template change (paragraph 5.1.4 refers).

## 5.2 MARKETING STRATEGY

- 5.2.1 The Committee NOTED a revised Leadership Strategy for Marketing, which had been updated to align with the development plan and curriculum strategy.
- 5.2.2 The Head of Marketing provided a presentation to the Committee outlining the Department's achievements and progress to date, and the 'key development' theme's moving forward.
- 5.2.3 The Committee DISCUSSED the following aspects of the Marketing Strategy:
- (i) the commercial opportunities available to develop College marketing materials;
  - (ii) the scope for marketing within the college sector, given the funding requirements attached to specific courses;
  - (iii) the College's role as a training provider, and the need for a suitable CRM in order to engage with appropriate organisations;
  - (iv) the role of marketing in reaching College alumni, and the potential to pool resources with the Development Trust;
  - (v) the unique selling points of the College, and their presentation to wider variety of stakeholders.
- 5.2.4 The Committee DISCUSSED corporate social responsibility and the College's duties as part of its community engagement remit. The Committee AGREED that a corporate social responsibility 'statement of intent' should be developed and presented to a meeting of the Committee in early 2015/16.
- 5.2.5 The Committee APPROVED the revised Marketing Strategy, subject to the requested template change (paragraph 5.1.4 refers).

***The Head of Communications left the meeting.***

## 6 BRANDING REVIEW

### 6.1 BRAND DEVELOPMENT

- 6.1.1 The Committee NOTED an updated version of the Brand Wheel, which included minor amendments following feedback from the last meeting of the Committee.
- 6.1.2 The Committee DISCUSSED the College's aim to be 'best in sector' and the issues that might arise from such terminology. The Committee NOTED the sensitivities that existed with regards to other regional colleges, and how the 'Edinburgh's College' attribute might be considered by communities in the wider Lothian region.
- 6.1.3 The Principal informed the Committee that the College would look to refresh its key values, to align with the extensive work conducted on brand development. The Committee NOTED that the wider work on values would be important for enhancing staff engagement with the College brand.

- 6.1.4 The Committee AGREED that the Brand Wheel, along with a broader update to develop Board members understanding of the brand, should be presented to the Board meeting in September.

## 6.2 COAT OF ARMS PROJECT

- 6.2.1 The Committee NOTED an update on the development of a College coat of arms, following the confirmation of a preferred design by the Committee at its last meeting.
- 6.2.2 The Committee NOTED that a College coat of arms would be in-place for the 2014/15 graduation. The Committee AGREED that the final colour choices for the design should be confirmed as soon as possible, in order for appropriate graduation gowns to be sourced.

### ***The Head of Marketing left the meeting***

## **7 ANNUAL REVIEW 2014/15**

### 7.1 REVIEW OF COMMITTEE OPERATION

- 7.1.1 The Committee NOTED that at the end of each academic year the Committee is required to review its operation and performance. The Committee NOTED a review checklist which contained the collated feedback of Members and supporting commentary.
- 7.1.2 The Committee NOTED the collated responses and DISCUSSED the reporting of performance and risk to the Committee. The Principal informed the Committee that the governance associated with risk would be reviewed as part of the committee restructuring process, and recommendations (when appropriate) would be considered by the Audit & Risk Assurance Committee.
- 7.1.3 The Committee DISCUSSED the generation of 'beneficial links' to advance the work of the Board. The Committee NOTED that arrangements to develop beneficial links would be included within the revised committee structure. The Committee AGREED that its work considering beneficial links should be acknowledged in the review checklist.

### 7.2 MEMBERSHIP & ATTENDANCE REVIEW

- 7.2.1 The Committee NOTED a report summarising current Board membership, tenures and activity related to attendance in the academic year 2014/15.
- 7.2.2 The Committee NOTED the membership and tenures of the Board, which had been formally reviewed in 2014/15 - in alignment with the Post-16 Education Act (2013). The Committee NOTED the overall Board gender balance, and the range of skills, knowledge and experience held by Non-Executive Members.
- 7.2.3 The Committee NOTED Board and committee attendance for the 2014/15 academic year (to date). The Clerk provided the Committee with an overview

of additional meetings/events attending by Board members in the interests of the College.

7.2.4 The Committee DISCUSSED the following aspects of the Membership and Attendance Review Report;

- (i) the level of detail provided within the report, and the statistical representation of data;
- (ii) the wider audit and reporting requirements placed on Board/committee membership and attendance;
- (iii) the arrangements in-place for the transitioning of Student Board Members in July;
- (iv) the need to emphasize the role of the Vice Chair with the governance structure;

7.2.5 The Committee AGREED that a simplified version of the report should be circulated to the Committee once the Board/committee cycle had concluded.

## **8 GOVERNANCE REPORT**

### **8.1 COMMITTEE STRUCTURE PROPOSAL**

8.1.1 The Committee NOTED a Committee Structure Proposal which outlined the need to reduce and simplify the committee structure, and to align committees with the restructured executive functions.

8.1.2 The Committee NOTED that operational areas of the College would be overseen by the following four major business committees:

- (i) Audit & Risk Assurance;
- (ii) Academic Council;
- (iii) Policy & Resources;
- (iv) External Engagement.

The Committee NOTED that the Nominations and Remuneration Committee would be refocused on their statutory functions.

8.1.3 The Committee DISCUSSED the proposed committee structure, including the following:

- (i) the proposed external engagement sub-groups and their role in developing beneficial links;
- (ii) student and staff engagement with committees, and the diverse range of stakeholders the Board/committee must consider;
- (iii) the proposed remit and membership of individual committees, including reference to alumni within the External Engagement remit;
- (iv) the role of the Vice Chair in the new committee structure;
- (v) the committee restructure approval and implementation process.

8.1.4 The Committee NOTED that the structure and membership must be confirmed by the Board. The Committee AGREED that the committee restructure, with a populated membership, would be considered at the Board meeting on 23 June, to allow the Board and its committee to be operational at start of the 2015/16 academic year.

## 8.2 DRAFT STATEMENT ON DIVERSITY

- 8.2.1 The Committee NOTED that since the College was no longer required to comply with the Code of Corporate Governance, it was not necessary to produce an annual draft statement on diversity.
- 8.2.2 The Committee DISCUSSED other approaches to confirming the Board's commitment to equality and diversity, and whether such a 'statement' should be maintained.
- 8.2.3 The Committee AGREED that, in order to align with best practice, the Governance Director would draft a statement on diversity for the Board, for consideration at the next meeting of the Committee.

## 8.3 RECRUITMENT TO VACANCIES ON THE BOARD

- 8.3.1 The Committee NOTED an update on the recruitment of non-executive members to the Board, including a timeline for the appointments process.
- 8.3.2 The Committee NOTED that the Chair of Borders College, Tony Jakimciw, would act as an independent member on the non-executive recruitment panel.
- 8.3.3 The Committee NOTED a draft person specification for recruitment to the vacancies Board. The Committee AGREED within the person specification it should be stated that, in-addition to the curriculum areas outlined, the Board would welcome applications from those with experience and knowledge of Food and Drink.

## 9 ANY OTHER COMPETENT BUSINESS

None.

## 10 DATE OF NEXT MEETING

The date of the next meeting is 08 October 2015 at 16:00, Milton Road Campus.

***The meeting closed at 16:15hrs***