

West College Scotland

NOMINATIONS COMMITTEE

**TUESDAY 12 JUNE 2018 at 4.00 p.m. in
Room 1, Abercorn Centre, Paisley Campus**

AGENDA

General Business

1. Welcome
 2. Apologies
 3. Declaration of Interests
 4. Minutes of meeting held on 14 September 2017
Actions arising from the minutes
 5. Matters arising from the minutes
(and not otherwise on the agenda)
- | | | |
|--|----------|----|
| | Enclosed | KM |
| | Enclosed | KM |

Main items for discussion and/or approval

6. Remit and Membership
 7. Membership of Board and Succession Planning
 8. Membership of Committees and Succession Planning
 9. Attendance Information
 10. Risk
 11. Any other business
- | | | |
|--|---------|----|
| | Paper 6 | KM |
| | Paper 7 | KM |
| | Paper 8 | KM |
| | Paper 9 | GM |

Gwen McArthur
Secretary to the Committee

WEST COLLEGE SCOTLAND
NOMINATIONS COMMITTEE

MINUTE: 14 September 2017

Present: Keith McKellar (in the Chair)
Matthew Marsden, John McMillan, Mark Newlands.

Attending: Gwen McArthur, Secretary to the Committee.

Apologies: Nick Allan, Mike Haggerty, Jacqueline Henry, Lyndsay Lauder, Alison Mitchell.

NM76 WELCOME

The Chair welcomed Matthew Marsden to his first meeting of the Committee.

NM77 DECLARATION OF INTERESTS

None.

NM78 MINUTES

The minutes of the meeting held on 23 May 2017 were approved.

NM79 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting, and particularly the following:

.1 Equality and Diversity (NM71) – the Committee noted that Clare Fraser, Equality, Diversity and Inclusion Manager, would provide a report to the next meeting of the Board in October. In addition to presenting the College's Equality Report 2017 to the Board she would provide comment on the current recruitment and selection processes used when seeking new Board members and advice on possible approaches to be adopted in order to widen diversity in Board membership.

NM80 COMMITTEE REMIT AND MEMBERSHIP (NM70)

The Committee noted its remit and membership. In considering its remit the Committee was of the view that consideration of risk should be added to it. The Committee therefore

RECOMMENDS to the Board that the following be added to its remit:

- g. *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

[Action: GMcA]

NM81 MEMBERSHIP OF BOARD (NM72)

.1 New Members

The Committee was pleased to note that 4 new members had recently joined the Board. They were:

Angela Wilson, Non-Executive member, from 1 September 2017;

Matthew Marsden and Nicole Percival, Student Members, from 1 August 2017;

David Watson, Teaching Staff Member, from 13 September 2017.

.2 Re-appointment of Board Members

It was noted that there were 3 members of the Board whose current period of appointment would end in January 2018. They were: Jim Hannigan, Jacqueline Henry and Lyndsay Lauder. All of these members were eligible for re-appointment, and any such extensions to Board membership were subject to both Board and Ministerial approval.

The Chair informed the Committee that he had discussed continuing Board membership with each of the members during their annual review meeting. He was clear that each of these members had performed well during the year, had contributed to the work of the Board and the Committees and had taken part in development events. He was, therefore, proposing that the period of membership of each of these 3 members be extended for a further 4 years, i.e. to 31 January 2022. The Committee concurred with this and

RECOMMENDS to the Board that the period of membership of J Hannigan, J Henry and L Lauder be extended for a further 4 years to 31 January 2022.

[Action: KM]

NM82 MEMBERSHIP OF BOARD COMMITTEES AND SUCCESSION PLANNING (NM72)

The Committee was aware that, following the departure of Joyce White, there was currently no Chair of the Finance and General Purposes Committee. The Committee considered the options open to it regarding the committees and whether it should retain all the committees it currently had and populate them accordingly from the existing Board membership, or whether some re-configuration of committees might be useful. It was acknowledged that with only 12 Non-Executive members and 6 committees (excluding the Remuneration and Nominations Committees) it was quite a stretch for the members to ensure that each Committee was adequately populated so that meetings were quorate. Some Non-Executive members were members of 2 committees in addition to the Board. The Chair informed the Committee that he had discussed different scenarios with some of the Board members to gather in different views. The Committee discussed a number of different options including retaining the status quo and the possibility of merging some committees.

The Committee would discuss this further.

[Action: KM]

NM83 CO-OPTED MEMBERSHIP: SUCCESSION PLANNING (NM73)

At the last meeting there had been discussion about the co-opted membership of two of the Board committees. The Committee noted the following:

Learning, Teaching and Quality Committee: the Chair of the LTQ Committee, Mike Haggerty, and Alison Mitchell, a member of the LTQ Committee, met with Peter Macleod, Director of Children’s Services at Renfrewshire Council to discuss the possibility of him joining this committee. This meeting was very positive and they are now recommending that he be co-opted to membership of the LTQ Committee for 1 year in the first instance.

Audit Committee – there are currently 2 co-opted members on this committee: Robin Downie, co-opted for the period 16 September 2013 – 15 September 2017; and Stephen Vere, co-opted for the period 1 March 2014 – 28 February 2018. The Chair of the Committee, John McMillan, had met with both of these members for their annual review. Both have contributed well to the work of the Committee and the Chair is now recommending that their period of co-option be extended for a further year.

In light of the above information the Committee now

RECOMMENDS to the Board that:

- i. Peter Macleod, Director of Children’s Services at Renfrewshire Council, be co-opted to membership of the Learning, Teaching and Quality Committee for the period 10 October 2017 – 9 October 2018;
- ii. The period of appointment of the two co-opted members on the Audit Committee be extended for one further year, so that Robin Downie will be appointed until 15 September 2018, and Stephen Vere until 28 February 2019.

NM84 ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2016/17 (NM75)

The Committee noted the attendance data for the Board and Committee members in 2016/17. The Committee was pleased to note the high level of attendance.

NM85 RISK

The Committee considered risk in relation to the activities it undertook. One of the main risks was considered to be in relation to succession planning and the need to ensure the matching of experience with the right skills in order to provide diversity in Board membership but also be able to populate the committees with the balance of skills and experience required.

NM86 COLLEGE DEVELOPMENT NETWORK (CDN): DEVELOPMENT PROGRAMME 2017/18

CDN had just issued its programme of development events for session 2017/18. It was **agreed** that this be issued to all Board members with a cover note emphasising the need for Board members to attend development training and particularly the Induction training for all Board members. **[Action: GMcA]**

Nominations Committee: Meeting of 14 September 2017

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
14 Sept 2017	NM80	Committee remit – amendments to be recommended to Board	G McArthur	Board approved changes at meeting on 9 October 2017	Complete
	NM81 72	Membership of Board – new appointments noted by Board; recommendations regarding re-appointment of 3 Board members to be made to Board	K McKellar	Board approved re-appointments at October meeting. Letter sent to Minister seeking approval	Complete
	NM82 72	Membership of Board Committees and Succession Planning – further consideration to be given to membership of committees	K McKellar	Discussions with a number of Board members have taken place. Outcomes to be reported to next meeting	Next meeting
	NM83 73	Co-opted Membership: Succession Planning – recommendations regarding co-opted members appointments to be made to Board	G McArthur	Board approved the appointment of P Macleod to LTQ Committee; and the re-appointment of R Downie and S Vere to Audit Committee at its meeting in October	Complete
	NM86	CDN Development Programme 2017/18 – to be issued to all Board members	G McArthur	Issued and the importance of attending development sessions emphasised at Board meeting in October	Complete
		Action from previous minutes			
23 May 2017	NM71	Equality and Diversity – Equality, Diversity and Inclusion Manager to: i. undertake a review of Board recruitment and selection process; ii. ask all Board members to complete equality monitoring form; iii. to provide a report on her findings to the Board in October.	C Fraser	C Fraser reviewed current recruitment and selection process and reported to Board in October 2017. SLWG on Board Diversity was established and will report to Board at its meeting on 18 June 2018	Complete

TITLE: NOMINATIONS COMMITTEE: REMIT AND MEMBERSHIP

Background: The Committee considered its remit and membership at its last meeting where one amendment to its remit was proposed. The Board approved this amendment at its meeting on 9 October 2017.

Since then there have been three changes to the membership of the Committee:

- i. Jim Hannigan, as Chair of the Finance and General Purposes Committee, has joined the Committee;
- ii. Alison Mitchell has completed her term of membership of this Committee and is succeeded by David Watson, the other staff member on the Board;
- iii. Matthew Marsden resigned as Student President and Nicole Percival is currently the acting Student President.

The updated remit and membership are attached for information and noting.

Action: The Committee is asked to note its remit and membership.

Lead: Keith McKellar, Chair, Board of Management and Nominations Committee

Status: Open

West College Scotland
Board of Management
Nominations Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The purpose of the Nominations Committee will be to consider and make recommendations to the Board on Board appointments ensuring due process is followed, to consider matters of succession planning, and to consider processes in place for the induction, training and development of Board members.

1. Remit

- a. To manage the process for identifying individuals for nomination to membership of the Board of Management, using appropriate search and recruitment methods and following good practice, and to nominate such Board member appointments and extensions of appointments to the Board of Management, all in accordance with the guidance issued by the Scottish Ministers as amended or updated from time to time;
- b. To review and consider the composition and balance of the Board of Management in relation to equality of representation as well as particular skill sets;
- c. To make recommendations to the Board of Management regarding the appointment or reappointment of the Vice Chair of the Board of Management, the Senior Independent Member, as well as the Chairs and members, including co-opted members, of its standing committees;
- d. To develop and keep under review succession planning arrangements taking into account the challenges and opportunities facing the College and the impact these have on the skill and expertise required by the Board of Management;
- e. To develop and keep under review procedures for the induction, training, development and evaluation of Board members.
- f. To review the attendance of members of the Board of Management and its standing committees and to take follow up action as appropriate.
- g. To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

2. Frequency of Meetings

As required, and should be at least annually.

3. Membership

The membership shall be:

- the Chair of the Board of Management
- the Vice Chair of the Board of Management
- the Chairs of the standing committees of the Board
- One Staff Member*
- The Student President

The Chair of the Board of Management will be Chair of the Committee.

Committee members will normally be appointed to serve a four- year term, or for the period of their term of office.

*The Staff members will serve for 2 years each (in succession), so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board.

The Principal will not be a member of, nor attend meetings of the Nominations Committee.

4. Quorum

A quorum will be four Members of the Board of Management,

5. Secretariat

Secretary to the Board of Management.

Papers for the meeting will be sent out 7 days in advance of the meeting.

The Committee will report to the Board of Management as required

6. Review

The Remit will be subject to review by the Committee annually.

MEMBERSHIP 2018

Keith McKellar, Chair

Jacqueline Henry, Vice Chair of the Board of Management

Committee Chairs

Nick Allan

Mike Haggerty

Jim Hannigan

Lyndsay Lauder

John McMillan

Mark Newlands

Staff Member

David Watson (appointed to 31 March 2020)

Student President

Nicole Percival (Acting President for the period to 31 July 2018)

GMcA/15.05.18

TITLE: MEMBERSHIP OF BOARD: SUCCESSION PLANNING

Background: The current membership of the Board is attached for information along with information on period of appointments of each of the Board members.

There are 3 Non-Executive Board members whose period of appointment is due for review this session with their current period of appointment ending on 31 January 2019. The 3 members are: Nick Allan, Jenifer Johnston and Mark Newlands.

All of these members are eligible to be re-appointed for a further period of up to 4 years, without having to re-apply. The Committee may wish to note that extensions to appointments or decisions to re-appoint have to be based on evidence of satisfactory performance and subject to approval by the Board and the Ministers. This is a requirement under the terms of the Code of Good Governance (compliance with this Code is a condition of funding). Satisfactory performance is normally based on attendance at and contributions to Board and Committee meetings, an interest and possible contribution to wider College events, attendance at induction, development and training events (as appropriate), and a willingness to continue as a Board member. The Chair has discussed these matters with each Board member at their annual appraisal and can provide information to the Committee.

It should also be noted that the period of membership of Alison Mitchell, the member of Support Staff, will end on 7 October 2018 and an election will be run. There will also be a change in the student membership of the Board.

Action: The Committee is asked to consider the matter of succession planning in relation to the Non-Executive Board membership.

Lead: Keith McKellar, Chair, Board of Management and Nominations Committee

Status: Open

WEST COLLEGE SCOTLAND BOARD OF MANAGEMENT

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management 'shall consist of no fewer than 15 nor more than 18 members'. The current membership is:

Chair

Keith McKellar

Vice Chair

Jacqueline Henry

Principal

Audrey Cumberford (*ex officio*)

Teaching staff – 1 elected

David Watson

Non-Teaching staff – 1 elected

Alison Mitchell

Students Association (2)

Nicole Percival

James Morrison

Non-Executive Members

Nick Allan

Mike Haggerty

Jim Hannigan

Andrew Hetherington

Jenifer Johnston

Linda Johnston

Lyndsay Lauder

John Leburn

John McMillan

Mark Newlands

Angela Wilson

In Attendance

Stephanie Graham, Vice-Principal Educational Leadership

David Alexander, Vice-Principal Operations

Liz Connolly, Vice-Principal Corporate Development

Gwen McArthur, Secretary to the Board

GMCA/revised 6.02.18

BOARD OF MANAGEMENT 2017/18

PERIOD OF APPOINTMENT

Name	Status	Period of appointment
Keith McKellar	Chair	4 years 4.03.14 – 3.03.18 3.03.18 – 2.03.20
Audrey Cumberland	Principal	<i>Ex officio</i>
Nick Allan	Non-Executive	4 years 1.02.15 – 31.01.19
Mike Haggerty	Non-Executive	2 + 4 years 1.02.15 – 31.01.17 1.02.17 – 31.01.21
Jim Hannigan	Non-Executive	3 + 4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22
Jacqueline Henry	Non-Executive	3 + 4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22
Andrew Hetherington	Non-Executive	2 + 4 years 1.02.15 – 31.01.17 1.02.17 – 31.01.21
Jenifer Johnston	Non-Executive	4 years 1.02.15 – 31.01.19
Linda Johnston	Non-Executive	4 years 1.01.17 – 31.12.20
Lyndsay Lauder	Non-Executive	3 + 4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22
John Leburn	Non-Executive	4 years 1.01.17 – 31.12.20
John McMillan	Non-Executive	2 + 4 years 1.02.15 – 31.01.17 1.02.17 – 31.01.21
Mark Newlands	Non-Executive	4 years 1.02.15 – 31.01.19
Angela Wilson	Non-Executive	4 years 1.09.17 – 31.08.21
David Watson	Teaching Staff	4 years 13.09.17 – 12.09.21
Alison Mitchell	Support Staff	4 years 8.10.14 – 7.10.18
Nicole Percival	Acting Student President	1 year 1.08.17 – 31.07.18
James Morrison	Student member	5.02.18 – 31.07.18

TITLE: MEMBERSHIP OF COMMITTEES AND SUCCESSION PLANNING

Background: There are currently 8 Board Committees. The membership of each of these Committees is as set out in the attached paper. Each Board member is also a member of at least 1 Committee, with some members being on 2 or more Committees.

In addition to the Board members who are also members of Committees there are 4 co-opted members, 2 co-opted members, Robin Downie and Wilma Bain, having died during the course of the session. Further information on the co-opted members is shown overleaf.

Action: The Committee is invited to note the current membership of the Committees, including that of the co-opted members, and to consider if any changes are required. The Committee is also asked to consider the period of appointment of each of the co-opted members, particularly those whose term of office is due to end over the next few months and to make recommendations to the Board as appropriate.

Lead: Keith McKellar, Chair, Board of Management and Nominations Committee

Status: Open

MEMBERSHIP OF COMMITTEES AND SUCCESSION PLANNING

Each Board member is also a member of at least 1 Committee, with some being members of 2 or more Committees. There are 18 members of the Board, of which 12 are non-executive members (excluding the Chair). If we exclude Nominations and Remuneration Committees, then there are 6 main Committees to be populated by the 12 non-executive members. The remits of Committees specify the number of members required and establish a quorum for each Committee. Most of the Committees require 4 members (usually the Principal and 3 non-executive Board members) and have the quorum set at 2 Board members. However, there are variations within that.

Additionally there are co-opted members who sit on Committees and who bring a range of experience and different skills to the Committees.

The co-opted members currently are:

1. **Audit Committee** – currently has 2 co-opted members. Robin Downie died part way through the session.
 - Stephen Vere, has been a member since 1 March 2014. He is currently co-opted for the period to 28 February 2019.
 - Graeme Bold, co-opted for the year to 30 June 2018. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
2. **Learning Teaching and Quality Committee** – previously had 2 members but Wilma Bain died during the session.
 - Peter Macleod, was co-opted initially for the period 10 October 2017 – 9 October 2018. [REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]
3. **Organisational Development and HR Committee** – David Mark was co-opted to this Committee for the period 1 March 2018 – 28 February 2019.

It is worth noting that the Board established a Short Life Working Group (SLWG) on Board Diversity. This Group has met and has produced an action plan for consideration by the Board at its next meeting in June. This SLWG was clear that a 'pool' of potential Board members should be created and, as part of the process to becoming a Board member, some individuals might find it more useful to join a Committee first so that they could gain an insight into how the College operates and what the Board and Committee structure looks and feels like.

If Nominations Committee, and the Board, accept this proposal then consideration could be given to identifying suitable individuals who might be co-opted to a Committee. Attention will have to be paid to increasing diversity in the membership, not just in relation to gender but also taking into account other protected characteristics, such as age, ethnicity, etc.

The Committee is invited to consider the following information:

- i. The current membership of each of the Committees;
- ii. The period of appointment of each of the co-opted members, and particularly Graeme Bold (end date of 30 June 2018) and Peter Macleod (end date of 9 October 2018).

GMCA/23.05.18

COMMITTEE MEMBERSHIP AND ATTENDING OFFICERS 2017-18

1. Audit Committee

Membership

John McMillan (Chair)
Andrew Hetherington
Stephen Vere (co-opted)
Graeme Bold (co-opted)

Attending Officers

Audrey Cumberford, Principal
David Alexander, Vice Principal Operations
Alan Ritchie, Director of Finance and Estates
Gwen McArthur, Secretary

Internal Auditor – Elizabeth Young & Claire Stevenson, Scott Moncrieff
External Auditors – Lucy Nutley & Joanne Buchanan, Mazars

2. Corporate Development Committee

Membership

Mark Newlands (Chair)
Jim Hannigan (Vice Chair)
Jenifer Johnston
Audrey Cumberford
Keith McKellar (*ex officio*)

Attending Officers

Liz Connolly, Vice Principal Corporate Development
Sara Rae, Director of Business & Enterprise
Diarmid O'Hara, Director of Communications, Policy & Planning
Gwen McArthur, Secretary

3. Estates Committee

Membership

Nick Allan (Chair)
Andrew Hetherington (Vice Chair)
John McMillan
Audrey Cumberford
Keith McKellar (*ex officio*)

Attending Officers

David Alexander, Vice Principal Operations
Stephanie Graham, Vice Principal Educational Leadership
Alan Ritchie, Director of Finance and Estates
Peter Thorne, Head of Estates
Gwen McArthur, Secretary

4. Finance & General Purposes Committee

Membership

Jim Hannigan (Chair)
Audrey Cumberland
John Leburn
Angela Wilson
Keith McKellar (*ex officio*)

Attending Officers

David Alexander, Vice Principal Operations
Alan Ritchie, Director of Finance and Estates
David Black, Director of Information Technology
Vivienne Mulholland, Head of Finance and Student Funding
Gwen McArthur, Secretary

(Plus Internal and External Auditors receive papers)

5. Learning, Teaching & Quality Committee

Membership

Mike Haggerty (Chair)
Jacqueline Henry (Vice Chair)
Audrey Cumberland
David Watson
Alison Mitchell
Nicole Percival
Peter Macleod (co-opted)
Keith McKellar (*ex officio*)

Attending Officers

Stephanie Graham, Vice Principal Educational Leadership
Cathy MacNab, Director of Quality Learning & Teaching
Iain Forster-Smith, Director of Student Services and Communities
Gwen McArthur, Secretary
(Plus papers go to David Alexander, Vice Principal Operations)

6. Organisational Development & HR Committee

Membership

Lyndsay Lauder (Chair)
Audrey Cumberland
Linda Johnston
David Mark (co-opted)
Keith McKellar (*ex officio*)

Attending Officers

David Gunn, Director of Organisational Development & HR
Gwen McArthur, Secretary
(Plus papers to go to David Alexander, Vice Principal Operations)

7. Nominations Committee

Membership

Keith McKellar (Chair)
Nick Allan
Mike Haggerty
Jim Hannigan
Jacqueline Henry
Lyndsay Lauder
John McMillan
Mark Newlands
David Watson
Nicole Percival, Acting Student President

Attending Officer

Gwen McArthur, Secretary

8. Remuneration Committee

Membership

Mark Newlands (Chair)
Keith McKellar
Nick Allan
Mike Haggerty
Jim Hannigan
Jacqueline Henry
Lyndsay Lauder
John McMillan

Attending Officer

David Gunn, Director of Organisational Development & HR
Gwen McArthur, Secretary

As at May 2018

TITLE: **ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2017/18**

Action: The Committee is invited to note the attached information.

Lead: Gwen McArthur, Secretary to the Committee

Status: Open

ATTENDANCE AT BOARD MEETINGS 2017/18

	Oct 17 Greenock	Dec 17 Paisley	Feb 18 Paisley	Mar 18 Clydebank	Jun 18 Paisley	Possible	Actual
K McKellar (Chair)	P	P	P	P		4	4
A Cumberford	P	P	x	P		4	3
N Allan	P	x	P	P		4	3
M Haggerty	x	P	x	X		4	1
J Hannigan	x	P	x	P		4	2
J Henry	P	P	P	P		4	4
A Hetherington	P	P	P	P		4	4
J Johnston	P	P	P	P		4	4
L Johnston	P	P	P	P		4	4
L Lauder	P	P	x	P		4	3
J Leburn	P	P	P	P		4	4
J McMillan	P	P	P	P		4	4
M Newlands	P	P	x	P		4	3
A Wilson	P	x	P	P		4	3
D Watson	P	P	P	P		4	4
A Mitchell	x	P	P	P		4	3
M Marsden	P	x	n/a	n/a	n/a	2	1
N Percival	P	x	P	P		4	3
J Morrison	n/a	n/a	n/a	P		1	1

Key: p = present; x = absent; n/a = not applicable (not a member at the time of the meeting)

Notes:

1. M Marsden resigned as Student President at the end of January 2018. N Percival was appointed Acting Student President for the remainder of the session and J Morrison was nominated as the second student on the Board.

ATTENDANCE AT BOARD COMMITTEES 2017/18

1. AUDIT COMMITTEE

	Sep 17	Nov 17 Joint mtg	Dec 17	Mar 18	May 18	Possible	Actual
J McMillan (Chair)	P	P	P	P	P	5	5
A Hetherington	P	P	P	P	P	5	5
R Downie (co-opted)	P	P	P	x	n/a	4	3
S Vere (co-opted)	P	P	P	P	P	5	5
G Bold (co-opted)	P	P	P	P	P	5	5

Key: p = present; x = absent.

Note: there is a joint meeting of the Audit and Finance & General Purposes Committees held each year to consider the Financial Statements.

2. CORPORATE DEVELOPMENT COMMITTEE

	Sep 17	Dec 17	Feb 18	May 18	Possible	Actual
M Newlands (Chair)	P	P	P	X	4	3
A Cumberland	X	x	x	X	4	0
J Hannigan	P	x	P	P	4	3
J Johnston	P	P	P	P	4	4

Key: p = present; x = absent

3. ESTATES COMMITTEE

	Sep 17	Nov 17	Feb 18	May 18	Possible	Actual
N Allan (Chair)	P	P	P	P	4	4
A Cumberland	X	x	x	X	4	0
A Hetherington	P	x	P	P	4	3
J McMillan	P	P	x	P	4	3

Key: p = present; x = absent

4. FINANCE AND GENERAL PURPOSES COMMITTEE

	Nov 17	Nov 17 Joint mtg	Mar 18	Jun 18	Possible	Actual
J Hannigan (Chair)	P	P	P		3	3
A Cumberford	P	P	x		3	2
J Leburn	P	P	P		3	3
A Wilson	x	x	P		3	1

Key: p = present; x = absent

Note: there is a joint meeting of the Audit and Finance & General Purposes Committees held each year to consider the Financial Statements

5. LEARNING, TEACHING AND QUALITY COMMITTEE

	Oct 17	Mar 18	May 18	Possible	Actual
M Haggerty (Chair)	x	X	P	3	1
A Cumberford	P	X	X	3	1
J Henry (Vice Chair)	P	P	P	3	3
D Watson	P	P	P	3	3
A Mitchell	x	P	P	3	2
M Marsden*	P	n/a	n/a	1	1
N Percival *	n/a	P	P	2	2
W Bain	x	x	n/a	2	0
P Macleod	n/a	P	x	2	1

Key: p = present; x = absent; n/a = not applicable (not a member of the Committee at the time of the meeting)

*M Marsden was the Student President but resigned in January and was replaced by N Percival

6. ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE

	Sep 17	Nov 17	Feb 18	May 18	Possible	Actual
L Lauder (Chair)	P	P	P	P	4	4
A Cumberford	x	P	P	P	4	3
J Hannigan*	x	n/a	n/a	n/a	1	0
L Johnston	P	P	P	P	4	4
D Mark	n/a	n/a	n/a	X	1	0

Key: p = present; x = absent; n/a = not applicable (not a member of the Committee at the time of the meeting)

Note: J Hannigan stood down from membership of the Committee in November 2017; and D Mark joined the Committee in March 2018.

7. NOMINATIONS COMMITTEE

	Sep 17	June 18			Possible	Actual
K McKellar (Chair)	P					
N Allan	X					
M Haggerty	X					
J Hannigan	n/a					
J Henry	X					
L Lauder	X					
J McMillan	P					
M Newlands	P					
A Mitchell	x					
M Marsden	P					
N Percival	n/a					

Key: p = present; x = absent; n/a = not applicable (not a member of the Committee at the time of the meeting)

Note: J Hannigan joined the Committee in December 2017. M Marsden resigned as Student President in January 2018 and was replaced by N Percival

8. REMUNERATION COMMITTEE

	Sep 17	June 18			Possible	Actual
K McKellar	P	P			2	2
N Allan	X	X			2	0
M Haggerty	X	P			2	1
J Hannigan	n/a	P			1	1
J Henry	X	X			2	0
L Lauder	X	P			2	1
J McMillan	P	P			2	2
M Newlands (Chair)	P	P			2	2

Key: p = present; x = absent

Note: J Hannigan joined the Committee in December 2017

*Meeting held in September 2017 was inquorate and so business was conducted by email.

Update 5 June 2018