

**West College Scotland**

**NOMINATIONS COMMITTEE**

**Monday 16 May 2022 at 4.00 p.m. via Teams**

**AGENDA**

**General Business**

1. Welcome
  2. Apologies
  3. Declaration of Interests
  4. Minutes of meetings held on Tuesday 11 May 2021 and Tuesday 25 May 2021  
.1 Actions arising from the minutes
  5. Matters arising from the minutes  
(and not otherwise on the agenda)
- |          |    |
|----------|----|
| Enclosed | WH |
| Enclosed | WH |
| Paper 5  | WH |

**Main items for discussion and/or approval**

6. Nominations Committee - Remit and Membership
  7. Board - Membership and Succession Planning
  8. Committees - Membership and Succession Planning
  9. Board Member - Attendance Information 2021/22
  10. Board Member - Development Activities Report 2021/22
  11. Any Other Business
- |          |    |
|----------|----|
| Paper 6  | WH |
| Paper 7  | WH |
| Paper 8  | WH |
| Paper 9  | SG |
| Paper 10 | SG |

## WEST COLLEGE SCOTLAND NOMINATIONS COMMITTEE

**MINUTE:** Tuesday 11 May 2021 via Teams

**Present:** Waiyin Hatton (in the Chair), Jim Hannigan, Jacqueline Henry, Linda Johnston, Vanessa Thompson, Graeme Bold.

**Attending:** Shirley Gordon, Secretary to the Committee.

**Apologies:** None.

### **NM116 DECLARATION OF INTERESTS**

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS); Chair of Developing the Young Workforce (DYW) west regional Board.

### **NM117 MINUTES**

The minutes of the meeting held on 23 June 2020 were **approved**.

### **NM118 ACTIONS FROM THE MINUTES**

The Committee **noted** the actions taken since the last meeting and it was **agreed** all actions listed were completed and could now be removed.

### **NM119 MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)**

The Nominations Committee **homologated** decisions it made in February 2021 in respect of memberships of the five standing committees and office bearer roles.

### **NM120 NOMINATIONS COMMITTEE - REMIT AND MEMBERSHIP**

The Chair asked the Committee to consider and approve the Nominations Committee remit and membership. Dr Hatton explained that, following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Nominations Committee remit was revised, and its new membership populated.

**The Committee considered and approved its revised remit and membership.**

### **NM121 BOARD - MEMBERSHIP AND SUCCESSION PLANNING**

The Committee noted the current Board membership along with information on the period of appointment of each of the Board members.

Members discussed the Board membership and the upcoming vacancies later in the year.

**The Committee:**

- **Agreed to recommend to the Board, at its next meeting scheduled for Monday 14 June 2021, the approach and membership for a Selection Panel as follows to appoint 3 new Board members (to replace Jim Hannigan, Jacqueline Henry and Angela Wilson):**
  - ❖ Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
  - ❖ Jacqueline Henry, Vice Chair of the Board.
  - ❖ Linda Johnston, Senior Independent Member of the Board.
  - ❖ Willie MacKie, Chair of Ayrshire College (Independent Member of the Selection Panel) - required in accordance of Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance.
  - ❖ Shirley Gordon, Secretary to the Board.
  
- **Noted the membership of Abbie McGrath (new Student President) and a Student Association Vice President (as yet name unconfirmed) as the new Student Association representative Board members from 1 August 2021 until 31 July 2022.**
  
- **Noted the membership of a new Teaching Staff representative Board member from 13 September 2021 until 12 September 2025.**
  
- **Noted the membership of a new Support Staff representative Board member from 14 June 2021 until 13 June 2025.**
  
- **Noted that the Nominations Committee would require to make a recommendation to the Board on a new Board Vice Chair after 31 January 2022 when Jacqueline Henry left.**

**NM122**

**COMMITTEES - MEMBERSHIP AND SUCCESSION PLANNING**

The Committee noted the current membership and quorum requirements of the five Board Committees along with information on the period of appointment of each of their members including the co-opted members.

Members discussed the need to ensure each Committee was populated with Board members (new and existing) who had the required skillset to drive forward the remit(s) as well as an area of interest in that field. It was particularly important to allow any new Board member time to settle into their Board and Committee membership role with induction to the wider college sector as well as WCS. That was especially the case, at the moment, when formal meetings were being held virtually.

With that in mind, members noted the Committees' membership gaps when three Board members demitted office (one in August 2021 and two in January 2022) as well as the resultant changes there would be in office bearer roles.

**The Committee:**

- **Noted the current membership of the 5 Committees, including that of the co-opted members.**
- **Considered extending the period of appointment of Mark Hamilton, co-opted member of the LTQ Committee, for 1 further year to 31 October**

**2022 and agreed that this be recommended to the Board for approval at its meeting scheduled for Monday 14 June 2021.**

- **Noted the membership and office bearer changes that would take place for the Board and its Committees particularly at the end of January 2022.**

#### **NM123 STRATEGIC RISK REGISTER**

The Committee considered risk in relation to the activities within its remit. It was acknowledged that risk was considered by the Board and the Board Committees at each of the meetings. That meant emerging risks were quickly identified and mitigating actions agreed.

In relation to risks pertinent to its remit, the Committee discussed the turnover of Board members with regard to ensuring knowledge transfer within the Board / Committees and a staggered programme of members demitting office. The Chair explained that was the intent behind the recent realignment of Committee memberships / office bearer roles and the Secretary agreed to circulate the Board membership list showing the timetable of when members were programmed to demit office. **{ACTION - SG}**

The Chair added that she considered any particular skills, expertise or experience that should be sought through the Board member recruitment process.

It was agreed that, going forward, the Committee would review the Strategic Risk Register only and not the Strategy itself (responsibility for which lay with the Audit Committee and Board).

**The Committee reviewed and noted the current strategic risk register and did not propose any amendments and / or additions, or any re-phrasing, required to be made at this point.**

#### **NM124 ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2020/21**

The Committee **noted** the attendance data for the Board and Committee members in 2020/21.

#### **NM125 BOARD DEVELOPMENT ACTIVITIES REPORT 2020/21**

The Committee **noted** the report on the various development and training activities that Board members had attended during session 2020/21.

#### **NM126 ANY OTHER BUSINESS**

- No other business items were raised.

**WEST COLLEGE SCOTLAND  
NOMINATIONS COMMITTEE**

**MINUTE:** Tuesday 25 May 2021 via Teams

**Present:** Waiyin Hatton (in the Chair), Graeme Bold, Jacqueline Henry, Linda Johnston, Vanessa Thompson.

**Attending:** Shirley Gordon, Secretary to the Committee.

**Apologies:** Jim Hannigan.

**NM127 DECLARATION OF INTERESTS**

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS); Chair of Developing the Young Workforce (DYW) west regional Board.

**NM128 TEACHING STAFF REPRESENTATIVE BOARD MEMBER – restricted item**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



**NM129 ANY OTHER BUSINESS**

- No other business items were raised.

## Nominations Committee: Actions from the Minutes

<b>Date of meeting</b>	<b>Min Ref</b>	<b>Matter for Action</b>	<b>Responsible Person</b>	<b>Action Taken</b>	<b>Timescale (where applicable)</b>
25 May 2021	NM128	The Secretary to make necessary wording amendments prior to conducting future elections.	SG	<b>COMPLETE</b>	Wording revised prior to future TS and SS elections taking place.
“ “	NM128	The Chair to email both nominees to confirm the Committee’s decision.	WH	<b>COMPLETE</b>	WH emailed both nominees 26/5/21
11 May 2021	NM110	Recommend to the Board, at its next meeting scheduled for Monday 14 June 2021, the approach and membership for a Selection Panel to appoint 3 new Board members (Jim Hannigan, Jacqueline Henry and Angela Wilson).	WH	<b>COMPLETE</b>	To the 14 June 2021 Board meeting.
“ “	NM122	Extend the period of appointment of Mark Hamilton, co-opted member of LTQ Committee, for 1 further year to 31 October 2022.	WH / SG	<b>COMPLETE</b>	To the 14 June 2021 Board meeting
“ “	NM123	Secretary agreed to circulate the Board membership list showing the timetable of when members were programmed to demit office.	SG	<b>COMPLETE</b>	Circulated to all Noms members 11 May 2021.



**Agenda Item 6**

<b>Meeting</b>	Nominations Committee
<b>Date</b>	Monday 16 May 2022
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Committee Remit and Membership
<b>Presented By</b>	Dr Waiyin Hatton, Chair of Board of Management
<b>Recommendation to Members</b>	The Committee is asked to consider and approve its remit and membership.
<b>Appendix Attached</b>	Yes  Appendix A – remit. Appendix B - membership.

**PURPOSE**

The paper is presented in accordance with Paragraph 6 of the Committee’s remit:

"6. *Review*  
*The Remit will be subject to review by the Committee annually*".

**1. BACKGROUND**

- 1.1 The Committee is asked to consider and approve the following:
- Nominations Committee Remit
  - Nominations Committee Membership List

**2. FINANCIAL IMPLICATIONS**

2.1 There are no financial implications in this report.

**3. STUDENT EXPERIENCE**

3.1 There are no student experience implications associated with this report.

**4. HUMAN RESOURCES IMPLICATIONS**

4.1 There are no human resources implications associated with this report.



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**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this report.

**7. COMMUNITY/PARTNERSHIP IMPACT**

7.1 There are no community implications associated with this report.

**8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this report.

**9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this report.

**RECOMMENDATION**

The Board is asked to consider and approve its remit and membership.

**West College Scotland**

**Board of Management**

**Nominations Committee**

**Statement of Purpose**

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

The purpose of the Nominations Committee is 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. Membership

### Category

Chair of the Board of Management

The Vice Chair of the Board of Management

The Chairs of each of the standing Committees of the Board

A minimum of 1 member of the Board of Management

One Staff Member (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 Student President

### In Attendance

Secretary

The Chair and Vice Chair of the Committee will be members of the Board of Management with the Chair of the Board of Management being Chair of the Committee.

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.

Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

The Committee is empowered to invite other members of the Executive / Senior Management Team to attend meetings of the Committee.

## 3. Frequency of Meetings

The Committee will meet as required and should be at least annually.

## 4. Quorum

A quorum will be no less than 50% of Board members on the Committee.

## 5. Secretariat

The Secretary to the Board of Management.

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

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

## 6. Review

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

**Nominations Composition (Para 2 of the Remit)**  
**Meetings – 1 per annum**

<b>Category</b>	<b>Name</b>
Chair of the Board of Management	Dr Waiyin Hatton ( <b>Chair</b> )
The Vice Chair of the Board of Management	Linda Johnston
The Chairs of each of the standing Committees of the Board	LTQ Chair – Mark Newlands Audit Chair – Graeme Bold CDC Chair – John Leburn Remuneration – Linda Johnston
<b>A minimum of 1</b> member of the Board of Management	Fiona McKerrell ( <b>Vice Chair</b> )
One Staff Member (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).	Mark Gillan – Teaching (14.06.23 – 13.06.25) Douglas Bayley – Support (NOTE - SC was 1.04.20 – 31.03.22 – DB took over on 14.06.21 – 13.06.23)
The Student President	Abbie McGrath

<b>In Attendance</b>	<b>Name</b>
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
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**Agenda Item 7**

<b>Meeting</b>	Nominations Committee
<b>Date</b>	Monday 16 May 2022
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Board - Membership and Succession Planning
<b>Presented By</b>	Dr Waiyin Hatton, Chair of Board of Management
<b>Recommendation to Members</b>	The Committee is asked to consider and approve Board membership and succession planning arrangements as outlined.
<b>Appendix Attached</b>	Yes  Appendix 1 - The current membership of the Board. Appendix 2 - The current membership of the Board noting information on the period of appointment of each of the Board members.

**PURPOSE**

The paper is presented in accordance with Paragraphs 1a and 1b of the Committee's remit:

*"1a. 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".*

*"1b. 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".*

**1. BACKGROUND**

- 1.1 The Committee is asked to consider and approve Board membership and succession planning arrangements as outlined.

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### 2. FINANCIAL IMPLICATIONS

2.1 There are no financial implications in this report.

### 3. STUDENT EXPERIENCE

3.1 There are no student experience implications associated with this report.

### 4. HUMAN RESOURCES IMPLICATIONS

4.1 There are no human resources implications associated with this report.

### 5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

### 6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this report.

### 7. COMMUNITY/PARTNERSHIP IMPACT

7.1 There are no community implications associated with this report.

### 8. EQUALITIES IMPLICATIONS

8.1 There are no equality implications associated with this report.

### 9. ENVIRONMENT IMPLICATIONS

9.1 There are no environmental implications associated with this report.

## RECOMMENDATION

The Committee is asked to:

1. Recommend the approach and membership for a Selection Panel to appoint **3** new Board members to the Board at its next meeting scheduled for Monday 13 June 2022.
2. Note the ***continued*** membership of Abbie McGrath (Student President) and a Student Association Vice President (as yet name unconfirmed) as the Student Association representative Board members from 1 August 2022 until 31 July 2023.

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### Background to Recommendation No 1:

Following approval at the 14 June 2021 Board meeting, a recruitment campaign was launched seeking new non-executive Board members. At its meeting held on 4 October 2021, the Board approved the names of 5 candidates (to replace Jim Hannigan, Jackie Henry, Angela Wilson, Nick Allan and Sabira Akram) to be submitted for Ministerial approval and that was received on 25 November 2021. The names were:

- Lynsey Joyce, Ronald Leitch, and Jane McKie be offered appointment to the Board with effect from 1 December 2021 for a period of 4 years to 30 November 2025.
- Malcolm Bennie and Daniel McMahon be offered appointment to the Board with effect from 1 February 2022 for a period of 4 years to 31 January 2026.

Jane, Ronald, and Daniel duly took up their appointments. Lynsey and Malcolm withdrew.

Since February 2022, therefore, the Board has had 2 non-executive member vacancies.

Additionally, Mark Newlands' tenure expires on 31 January 2023 (having served two consecutive periods of 4 years) and he is not, therefore, eligible for re-appointment in accordance with Paragraph 3.5 of the College Sector Board Appointments: 2014 Ministerial Guidance.

So, a recruitment process will need to be instituted to find **three** new members for the Board.

It is proposed that a Selection Panel be established and be delegated responsibility for the recruitment of the **three** new Board members. The membership of this Selection Panel would be:

- Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
- Linda Johnston, Vice Chair of the Board.
- Fiona McKerrell, Senior Independent Member of the Board.
- Mark Newlands, Chair of the Learning Teaching and Quality Committee.
- Willie Mackie – Deputy Chair of Scottish Enterprise and formerly Regional Chair of Ayrshire College - independent person required in accordance with Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance.
- Shirley Gordon, Secretary to the Board.

If the Committee is satisfied with this proposal, then it is **asked to recommend this approach to the Board at its next meeting scheduled for Monday 13 June 2022.** The Committee may wish to

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consider any particular skills, expertise or experience that should be sought through this recruitment process.

### **Background to Recommendation No 2:**

The Students Association election 2022/23 is still ongoing but has so far concluded:

- President: **re-elected** Abbie McGrath
- Vice Presidents x 3: Still to be confirmed

As Abbie has been re-elected as President, she will continue her Board membership for the period 1.08.22 to 31.07.23.

A new Vice President will replace Paul and take up Board membership from 1 August 2022 for a period of one year to 31 July 2023.

The Committee is asked to **note the continued membership of Abbie McGrath and a new Vice President as the new Students Association representative Board members from 1 August 2022 until 31 July 2023.**





## **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**

Dr Waiyin Hatton

### **Vice Chair (Non-Executive Member)**

Linda Johnston

### **Principal**

Elizabeth Connolly

### **Teaching staff – 1 elected**

Mark Gillan

### **Non-Teaching staff – 1 elected**

Douglas Bayley

### **Students Association – 2 elected**

Abbie McGrath

Paul Sefton

### **Non-Executive Members**

Graeme Bold

Gordon Hunt

John Leburn

Ronald Leitch

Grant Lyall

Fiona McKerrell

Jane McKie

Daniel McMahon

Mark Newlands

Vacancy

Vacancy

### **In Attendance**

Stephanie Graham, Vice-Principal Educational Leadership

Amy McDonald, Vice-Principal Operations

Shirley Gordon, Secretary to the Board

**BOARD OF MANAGEMENT  
PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2021/22**

Name	Status	Period of appointment	Committee (s)	Period of appointment (as Chair / Vice Chair / member from Feb 2021 Committee Restructure)
Dr Waiyin Hatton	Chair	03.03.20 – 02.03.24	Board Nominations Remuneration CDC LTQC	<b>Chair</b> <b>Chair</b> Member Ex officio Ex officio
Elizabeth Connolly	Principal	01.09.18	Board CDC LTQC Audit Remuneration	Member Member Member In attendance In attendance
Mark Gillan	Teaching Staff	4 years 13.09.21 – 12.09.25	Board LTQC Nominations *	Member Member - from Sept 2021 Member - 14.06.23 – 13.06.25
Douglas Bayley	Support Staff	4 years 14.06.21 – 13.06.25	Board CDC Nominations *	Member Member - from June 2021 Member - 14.06.21 – 13.06.23
Abbie McGrath	Student President	1 year 1.08.21 – 31.07.22	Board LTQC Nominations	Member Member – from Aug 2021 Member - from Aug 2021
Paul Sefton	Student rep	1 year 1.08.21 – 31.07.22	Board CDC	Member Member - from Aug 2021

Graeme Bold	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit Nominations Remuneration	Member <b>Chair</b> – from Feb 2021 Member - from Feb 2021 Member - from Feb 2021
Gordon Hunt	Non-Executive	4 years 1.02.21 – 31.01.25	Board LTQC	Member Member - from Feb 2021 and <b>VC</b> from Aug 2021
Linda Johnston	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board  CDC Nominations Senior Independent Member  Remuneration	Member then <b>VC</b> from Aug 2021 Member – from Feb 2021 Member - from Feb 2021 Nominee – from Feb 2021 to July 2021 Member – from Aug 2021 then <b>Chair</b> from Feb 22.
John Leburn	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board CDC  WCS Foundation Nominations Remuneration	Member Member - from Feb 2021 then VC from Aug 21 then <b>Chair</b> from Feb 22. Nominee – from Feb 2021 Member - from Feb 2022 Member - from Feb 2022
Grant Lyall	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit	Member Member - from Feb 2021 then <b>VC</b> from Nov 2021
Fiona McKerrell	Non-Executive	4 years 1.12.19 – 30.11.23	Board LTQC SIM Nominations	Member Member - from Feb 2021 Nominee from Aug 2021 Member and <b>VC</b> from Nov 2021

Mark Newlands	Non-Executive	4 +4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23	Board LTQC  Nominations Remuneration	Member Vice Chair - from Feb 2021 then <b>Chair</b> from July 2021 Member from Aug 21 Member from Aug 21 and <b>VC</b> from Nov 2021
Jane McKie	Non-Executive	4 years 1.12.21 – 30.11.25	Board CDC Remuneration	Member Member from Dec 2021 Member from Dec 2021
Ronald Leitch	Non-Executive	4 years 1.12.21 – 30.11.25	Board Audit	Member Member from Dec 2021
Daniel McMahon	Non-Executive	4 years 1.02.22 – 31.01.26	Board CDC	Member Member from Feb 22
Vacancy	Non-Executive		Board LTQC	Member Member
Vacancy	Non-Executive		Board Audit	Member Member

**CO-OPTED MEMBERS PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2021/22**

<b>Name</b>	<b>Status</b>	<b>Period of appointment</b>	<b>Committee</b>
Ruth Binks	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22 1.03.22 – 29.02.23	LTQ
Mark Hamilton	Co-opted	1 year 1.11.19 – 31.10.20 1.11.20 – 31.10.21 1.11.21 – 31.10.22	LTQ
David Mark	Co-opted	1 year 1.03.18 – 29.02.19 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22 1.03.22 – 29.02.23	CDC

\*In accordance with the Nominations Committee remit, “One Staff Member (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)”.

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**Agenda Item 8**

<b>Meeting</b>	Nominations Committee
<b>Date</b>	Monday 16 May 2022
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Committees - Membership and Succession Planning
<b>Presented By</b>	Dr Waiyin Hatton, Chair of Board of Management
<b>Recommendation to Members</b>	The Committee is asked to consider and approve Committee memberships and succession planning arrangements as outlined.
<b>Appendix Attached</b>	Yes  Appendix 1 - The current memberships of the Committees are noted.  Appendix 2 - Co-Opted Members Period of Appointment and Membership of Committees 2022/23.

**PURPOSE**

The paper is presented in accordance with Paragraphs 1c and 1d of the Committee's remit:

*"1c. 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".*

*"1d. 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".*

**1. BACKGROUND**

- 1.1 The Committee is asked to consider and approve Committee memberships and succession planning arrangements as outlined.
- 1.2 There are currently 5 Board Committees:
  - Corporate Development

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- Audit
- Learning Teaching and Quality
- Nominations
- Remuneration

1.3 The membership of each of these Committees is as set out in Appendix 1. Each Board member is a member of at least 1 Committee, with some members being on 2 or more Committees. There are **16** members of the Board at the moment (as noted previously in an earlier agenda item there are currently 2 vacancies) of which **10** are non-executive members (excluding the Chair). The remits of all the Committees specify the number of members required and the quorum for each Committee. This is noted below.

1.4 In addition to the Board members who are members of Committees, there are **3** co-opted members who bring a range of experience and different skills to the Committees as shown in Appendix 2.

### **2. FINANCIAL IMPLICATIONS**

2.1 There are no financial implications in this report.

### **3. STUDENT EXPERIENCE**

3.1 There are no student experience implications associated with this report.

### **4. HUMAN RESOURCES IMPLICATIONS**

4.1 There are no human resources implications associated with this report.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this report.

### **7. COMMUNITY/PARTNERSHIP IMPACT**

7.1 There are no community implications associated with this report.

### **8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this report.

**9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this report.

**RECOMMENDATION**

The Committee is asked to:

- Note the current membership of the 5 Committees, including that of the co-opted members and to consider if any changes are required.



## Board and Committee Membership Breakdown

### Board Composition (Para 2.1 of the Articles of Governance) Meetings – at least 4 per annum

Category	Name
A person appointed by the Scottish Ministers to chair meetings of the Board.	Dr Waiyin Hatton
The Principal of the College.	Liz Connolly
2 members of staff: 1 elected by the teaching staff from among their own number; and 1 elected by the support staff from among their own number.	Teaching - Mark Gillan Non-Teaching – Douglas Bayley
2 students nominated by the Students Association	Abbie McGrath Paul Sefton
Up to 12 non-executive members.	Graeme Bold Linda Johnston ( <b>Vice Chair</b> ) Gordon Hunt John Leburn ( <b>Board rep on WCS Foundation</b> ) Grant Lyall Fiona McKerrell ( <b>Senior Ind Member</b> ) Daniel McMahon Mark Newlands Ronald Leitch Jane McKie Vacancy Vacancy

In Attendance	Name
Vice Principal Operations	Amy McDonald
Vice Principal Educational Leadership	Stephanie Graham
Secretary	Shirley Gordon

Directors / Senior Management Team as Required	Name
Director of Finance	Alan Ritchie
Director Organisational Development & HR	Natalie Smith
Director of Infrastructure	

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members.</b>
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**Audit Composition (Para 2 of the Remit)**  
**Meetings – 4 per annum plus 1 Joint Audit / CDC**

Category	Name
<b>A minimum of three</b> Members of the Board of Management, one of whom will Chair.	Graeme Bold ( <b>Chair</b> ) Grant Lyall ( <b>Vice Chair</b> ) Ronald Leitch
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	

In Attendance	Name
Principal	Liz Connolly
Vice Principal Operations	Amy McDonald
Director of Finance	Alan Ritchie
Secretary	Shirley Gordon
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee</b>
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Chair, Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

**Corporate Development Committee Composition (Para 2 of the Remit)  
Meetings – 4 per annum plus 1 Joint Audit / CDC**

<b>Category</b>	<b>Name</b>
The Principal and <b>a minimum of four</b> members of the Board of Management, one of whom will Chair.	Liz Connolly, Principal Linda Johnston John Leburn ( <b>Chair</b> ) Jane McKie Daniel McMahon
One Staff member (non-teaching)	Douglas Bayley - Support Staff
One Student member	Paul Sefton
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	David Mark

<b>In Attendance</b>	<b>Name</b>
Vice Principal Operations	Amy McDonald
Secretary	Shirley Gordon

<b>Directors / Senior Management Team as Required</b>	<b>Name</b>
Director of Finance	Alan Ritchie
Director of Infrastructure	
Director of Communications, Policy & Planning	Nathan Tyler
Director Organisational Development & HR	Natalie Smith
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
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Chair, Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

## LTQ Composition (Para 2 of the Remit) Meetings – 4 per annum

Category	Name
The Principal and <b>a minimum of four</b> members of the Board of Management, one of whom will Chair.	Liz Connolly – Principal Gordon Hunt ( <b>Vice Chair</b> ) Fiona McKerrell Mark Newlands ( <b>Chair</b> ) Vacancy
One Staff member (teaching)	Mark Gillan - Teaching Staff
One Student member	Abbie McGrath - Student President
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	Ruth Binks Mark Hamilton

In Attendance	Name
Vice Principal Educational Leadership	Stephanie Graham
Secretary	Shirley Gordon

Directors / Senior Management Team as Required	Name
Assistant Principal, Performance and Skills	Cathy MacNab
Assistant Principal, Student Life and Skills	Iain Forster-Smith
Assistant Principal Creativity and Skills	Angela Pignatelli
Assistant Principal Technology and Skills	Rob Aitken
Assistant Principal Enterprise and Skills	Sara Rae

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
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Chair, Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

**Remuneration Composition (Para 2 of the Remit)**  
**Meetings – 2 per annum**

<b>Category</b>	<b>Name</b>
The Chair of the Board of Management	Dr Waiyin Hatton
The Vice Chair of the Board of Management	Linda Johnston <b>(Chair)</b>
The Chairs of each of the standing Committees of the Board	LTQ Chair – Mark Newlands <b>(Vice Chair)</b> Audit Chair – Graeme Bold CD Chair – John Leburn Nominations Chair – Dr Waiyin Hatton
<b>A minimum of 1</b> member of the Board of Management	Jane McKie

<b>In Attendance</b>	<b>Name</b>
Principal	Liz Connolly
Director of Organisational Development & HR	Natalie Smith
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
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## Nominations Composition (Para 2 of the Remit)

### Meetings – 1 per annum

Category	Name
Chair of the Board of Management	Dr Waiyin Hatton ( <b>Chair</b> )
The Vice Chair of the Board of Management	Linda Johnston
The Chairs of each of the standing Committees of the Board	LTQ Chair – Mark Newlands Audit Chair – Graeme Bold CDC Chair – John Leburn Remuneration – Linda Johnston
<b>A minimum of 1</b> member of the Board of Management	Fiona McKerrell ( <b>Vice Chair</b> )
One Staff Member (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).	Mark Gillan – Teaching (14.06.23 – 13.06.25) Douglas Bayley – Support (NOTE - SC was 1.04.20 – 31.03.22 – DB took over on 14.06.21 – 13.06.23)
The Student President	Abbie McGrath

In Attendance	Name
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
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## PUBLIC

### Appendix 2 - CO-OPTED MEMBERS PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2021/22

The co-opted members currently are:

Name	Status	Period of appointment	Committee
Ruth Binks	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22 1.03.22 – 29.02.23	LTQ
Mark Hamilton	Co-opted	1 year 1.11.19 – 31.10.20 1.11.20 – 31.10.21 1.11.21 – 31.10.22	LTQ
David Mark	Co-opted	1 year 1.03.18 – 29.02.19 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22 1.03.22 – 29.02.23	CDC

**Learning Teaching and Quality Committee** – currently has 2 co-opted members:

- Ruth Binks – was originally appointed for the period 1 March 2019 to 29 February 2020:
  - ❖ At the 3 February 2020 Board meeting, it was reported that the Chair had exercised a delegated action and had re-appointed Ruth as a co-opted member of the LTQ Committee until 29 February 2021. The Board duly homologated this action taken by the Chair.
  - ❖ Ruth's appointment was extended for a further year (1.03.21 – 29.02.22) following agreement at the LTQ Committee meeting held on 11 November 2020 and approved by the Board of Management meeting on 14 December 2020.
  - ❖ Ruth's appointment was extended for a further year (1.03.22 – 29.02.23) following agreement at the LTQ Committee meeting held on 6 October 2021 and approved by the Board of Management meeting on 13 December 2021.
- Mark Hamilton – was invited to join the membership of the Learning, Teaching and Quality Committee in a co-opted position from 1 November 2019 – 31 October 2020:
  - ❖ Mark's appointment was extended for a further year (1.11.20 – 31.10.21) following agreement at the Nominations Committee meeting held on 23 June 2020 and approved by the Board of Management meeting on 5 October 2020.
  - ❖ Mark's appointment was extended for a further year (1.11.21 – 31.10.22) following agreement at the Nominations Committee meeting held on 11 May 2021 and approved by the Board of Management meeting on 14 June 2021.
  - ❖ Mark's appointment for a further term (1.11.22 – 31.10.23) will be considered by the LTQC at its Wednesday 25 May 2022 meeting and, thereafter, presented to the Board for approval at its Monday 13 June 2022 meeting.

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**Corporate Development Committee** – currently has 1 co-opted member:

- David Mark - joined the ODHR Committee in a co-opted position from 1 March 2018 – 29 February 2019:
  - ❖ At the 4 February 2019 Board meeting, it was reported that the Chair had exercised a delegated action and had re-appointed David as a co-opted member of the ODHR Committee until 29 February 2020. The Board duly homologated this action taken by the Chair.
  - ❖ At the 3 February 2020 Board meeting, it was reported that the Chair had exercised a delegated action and had re-appointed David as a co-opted member of the HRCD Committee (as it went on to become) until 29 February 2021. The Board duly homologated this action taken by the Chair.
  - ❖ David's appointment was extended for a further year (1.03.21 – 29.02.22) following agreement at the HRCD Committee meeting held on 4 November 2020 and approved by the Board of Management meeting on 14 December 2020.
  - ❖ David's appointment was extended for a further year (1.03.22 – 29.02.23) following agreement at the CD Committee meeting held on 23 November 2021 and approved by the Board of Management meeting on 13 December 2021.



## PUBLIC



### Agenda Item 9

<b>Meeting</b>	Nominations Committee
<b>Date</b>	Monday 16 May 2022
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Board Member - Attendance Information 2021/22
<b>Presented By</b>	Shirley Gordon, Secretary to the Board of Management
<b>Recommendation to Members</b>	The Committee is invited to note the attached information.
<b>Appendix Attached</b>	Yes  Appendix 1 – Attendance Information for all Board members.

#### **PURPOSE**

The paper is presented in accordance with Paragraph 1f of the Committee's remit:

*"1f. To review the attendance of members of the Board of Management and its standing committees and to take follow up action as appropriate".*

#### **1. BACKGROUND**

- 1.1 The Committee is asked to consider the attendance of members of the Board of Management and its standing committees.

#### **2. FINANCIAL IMPLICATIONS**

- 2.1 There are no financial implications in this report.

#### **3. STUDENT EXPERIENCE**

- 3.1 There are no student experience implications associated with this report.

#### **4. HUMAN RESOURCES IMPLICATIONS**

- 4.1 There are no human resources implications associated with this report.

#### **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

## **PUBLIC**

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this report.

### **7. COMMUNITY/PARTNERSHIP IMPACT**

7.1 There are no community implications associated with this report.

### **8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this report.

### **9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this report.

### **RECOMMENDATION**

The Committee is invited to note the attached information.

**ATTENDANCE AT BOARD MEETINGS 2021/22** (Key: p = present; x = absent)

	4 Oct 21	13 Dec 21	24 Jan 22	7 Feb 22	21 Mar 22	? Jun 22	Possible	Actual
Dr Waiyin Hatton <b>(Chair from 030320)</b>	P	P	P	P	P		6	
L Connolly	P	P	P	P	P		6	
N Allan resigned 310122	P	P	X				3	2
F McKerrell (SIM from July 2021)	P	P	P	P	P		6	
S Akram resigned 230821							0	0
J Hannigan ToO ended 310122	P	P	X				3	2
L Johnston <b>(VC from July 2021)</b>	P	P	P	P	P		6	
J Leburn (Foundation)	P	P	P	P	X		6	
M Newlands	P	P	P	P	P		6	
D Bayley (SS)	P	X	P	X	P		6	
Mark Gillan (TS)	P	X	P	P	X		6	
Abbie McGrath (SAP)	P	P	P	P	P		6	
Paul Sefton (SAVP)	P	P	P	X	X		6	
Graeme Bold	P	P	P	P	P		6	
Gordon Hunt	P	P	P	P	P		6	
Grant Lyall	P	P	P	P	P		6	
Ronald Leitch 1 Dec 2021		P	X	P	P		5	
Jane McKie from 1 Dec 2021		P	P	P	P		5	
Daniel McMahon from 1 Feb 2022				P	P		3	
Board Attendance as a %								

**ATTENDANCE AT BOARD COMMITTEES 2021/22** (Key: p = present; x = absent)

**AUDIT COMMITTEE**

	8 Sep 21	23 Nov 21 Joint mtg	1 Dec 21	2 Mar 22	? May 22	Possible	Actual
G Bold ( <b>Chair</b> )	P	P	P	P		5	
Sabira Akram (V Chair)						0	0
Grant Lyall ( <b>VC from Dec 21</b> )	P	P	P	P		5	
Ronald Leitch			P	P		3	
W Wong (co-opted) Resigned 280222	X	P	P			3	2
Committee Attendance as a %							

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

**CORPORATE DEVELOPMENT COMMITTEE** (Key: p = present; x = absent)

	<b>14 Sept 21</b>	<b>23 Nov 21</b>	<b>23 Nov 21 Joint mtg</b>	<b>8 Mar 22</b>	<b>? June 22</b>	<b>Possible</b>	<b>Actual</b>
L Connolly	P	P	P	P		5	
Dr Waiyin Hatton (ex officio)	P	P		P		4	
Nick Allan (V Chair to July 21 ceased being a CDC member July 21)						0	0
Jim Hannigan ( <b>Chair to 310122</b> )	P	P	P			3	3
Linda Johnston	P	P	P	P		5	
John Leburn ( <b>VC from Aug 21 then Chair from Feb 22</b> )	P	P	P	P		5	
Jane McKie				P		2	
Douglas Bayley (SS)	X	X	X	P		5	
Paul Sefton (SAVP)	X	X	X	X		5	
Daniel McMahon				P		2	
David Mark (co-opted)	P	P	X	P		5	
Committee Attendance as a %							

**LEARNING, TEACHING AND QUALITY COMMITTEE** (Key: p = present; x = absent)

	<b>6 Oct 21</b>	<b>8 Dec 21</b>	<b>24 Feb 22</b>	<b>? May 22</b>	<b>Possible</b>	<b>Actual</b>
L Connolly	P	P	P		4	
Mark Gillan (TS)	P	X	P		4	
Abbie McGrath (SAP)	X	X	P		4	
R Binks (co-opted)	P	P	P		4	
M Hamilton (co-opted)	P	X	P		4	
F McKerrell	P	P	P		4	
G Hunt ( <b>VC from July 21</b> )	P	P	P		4	
M Newlands ( <b>Chair from July 2021</b> )	P	P	X		4	
Dr Waiyin Hatton (ex officio)	P	P	X		4	
Committee Attendance as a %						

**NOMINATIONS COMMITTEE** (Key: p = present; x = absent)

	<b>? MAY 22</b>	<b>Possible</b>	<b>Actual</b>
Dr Waiyin Hatton ( <b>Chair</b> )		1	
G Bold (Audit)		1	
John Leburn (CDC)		1	
Mark Newlands (LTQC)		1	
L Johnston (as Board VC and RemCo Chair)		1	
D Bayley (SS)		1	
A McGrath (SAP)		1	
F McKerrell ( <b>VC from Dec 21</b> )		1	
Committee Attendance as a %			

**REMUNERATION COMMITTEE** (Key: p = present; x = absent)

	<b>4 OCT 21</b>	<b>7 FEB 22</b>	<b>Possible</b>	<b>Actual</b>
Dr Waiyin Hatton (Board Chair and Chair of Noms)	P	P	2	2
J Hannigan ( <b>Chair to 310122</b> )	P		1	1
Linda Johnston (as Board VC ( <b>Chair from Feb 22</b> ))	P	P	2	2
John Leburn (CDC)		P	1	1
Mark Newlands (LTQC) ( <b>VC</b> )	P	X	2	1
G Bold (Audit)	P	X	2	1
J McKie		P	1	1
Committee Attendance as a %			11	9 82%

## PUBLIC



### Agenda Item 10

<b>Meeting</b>	Nominations Committee
<b>Date</b>	Monday 16 May 2022
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Board Member - Development Activities Report 2021/22
<b>Presented By</b>	Shirley Gordon, Secretary to the Board of Management
<b>Recommendation to Members</b>	The Committee is invited to note this report and consider future development sessions.
<b>Appendix Attached</b>	Yes  Appendix 1 – Board Member Development Activities 2021/22.

#### **PURPOSE**

The paper is presented in accordance with Paragraph 1e of the Committee's remit:

*"1e. To develop and keep under review procedures for the induction, training, development and evaluation of Board members".*

#### **1. BACKGROUND**

1.1 Provided below is a summary of the various development and training activities that Board members have attended during session 2021/22. This comprises sessions organised in-house, those organised by College Development Network (CDN) and other providers.

In relation to future in-house development sessions, the Committee may wish to:

- Make topical suggestions;
- Note that other training needs may be identified through the annual review of Board members conducted by the Chair later in the session.

#### **2. FINANCIAL IMPLICATIONS**

2.1 There are no financial implications in this report.



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### **3. STUDENT EXPERIENCE**

3.1 There are no student experience implications associated with this report.

### **4. HUMAN RESOURCES IMPLICATIONS**

4.1 There are no human resources implications associated with this report.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this report.

### **7. COMMUNITY/PARTNERSHIP IMPACT**

7.1 There are no community implications associated with this report.

### **8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this report.

### **9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this report.

### **RECOMMENDATION**

The Committee is invited to note this report and consider future development sessions.

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**BOARD MEMBER DEVELOPMENT ACTIVITIES 2021/22**

Date	Event
<b>CDN Sessions</b>	
Various from Oct 21 to May 22	CDN - Board Member / Student Board member Induction
Various throughout the year	CDN "Events Round-Up" notifications circulated to all BMs throughout the year offering a wide range of courses, events, webinars and podcasts to support development.
Various throughout the year	CDN "Leadership Insights" email bulletin circulated to all BMs throughout the year which highlights key developments in the college sector designed for college chairs, board members, leaders and senior managers.
26 Oct 21	CDN - The Art of Strategic Questioning
2 Nov 21	CDN - Learners and Learning at the Centre, 2 November 2021
15 Dec 2021	CDN - Understanding PREVENT Responsibilities
15 Feb 2022	CDN - All You Need to Know About College Funding
8 Mar 22	CDN - College Sector Policy and Funding
2 March 2022	CDN - Cyber Security for Principals and Board Members
28 April 2022	CDN - Leadership and Governance Summit
Application deadline 6 May 2022	CDN in partnership with ACOSVO - Committee and Board Exchange Programme – Free opportunity for college committee and board Chairs and Vice Chairs - provides a flexible framework pairing individual Chairs or Vice-Chairs of boards and committees across the public and third sectors to share knowledge and best practice, reflect on governance issues and challenges, develop new networks and areas for collaboration, and much more.
<b>College Inhouse Strategy Sessions</b>	
28 February 2022	Commercial / Income Generation - session with Board Members and Executive
15 March 2022 - reshed to 21 June 2022	Risk Management - session with Board Members and Executive
9 May 2022	Digital Strategy – session with Board Members and Executive
11 May 2022 - reshed to October 2022	Holyrood Reception to showcase College courses / provision.
30 May 2022 reshed to 21 June 2022	Performance Management - session with Board Members and Executive
TBC	Sustainability agenda in the College – session with Board Members and Executive
<ul style="list-style-type: none"> <li>• Tuesday 19 April at 2pm – 4pm, Clydebank Campus.</li> <li>• Wednesday 20 April at 2pm – 4pm, Paisley Campus. reshed TBC (due to strike action).</li> </ul>	Campus Tours x 3

**PUBLIC**

• Thursday 21 April at 2pm – 4pm, Greenock Campus.	
<b>College Annual Session on Board Effectiveness and Development Plan</b>	
25 April 2022	Board Internal Effectiveness Review and Board Development Action Plan Session
<b>Standards Commission Session</b>	
22 March 2022	Standards Commission workshop for college boards, in partnership with CDN, on the revised Model Code of Conduct.