

Conveners' Committee

Date of Meeting	27 April 2026
Paper No.	CC3-G
Agenda Item	3.4
Subject of Paper	Board Recruitment Update
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk
Date of production	20 April 2026
Action	For Discussion

1. Recommendations

- 1.1. To note the update provided on non-executive Board member recruitment and discuss further enhancements to the process.

2. Purpose

- 2.1. To provide the Committee with an update on the recruitment round and any lessons learned through the process.

3. Consultation

- 3.1. In progressing the recruitment non-executive Board members, the Associate Director of Governance and Risk has engaged with the Chair, members of the Board, and the Convenors' Committee.

4. Key Insights

Process

- 4.1. In November 2025, A board member specification was produced, drawing on the 2014 ministerial guidance, the Code of Good Governance for Colleges, and College Board's own skills matrix. The person specification particularly welcomed applications from individuals

with “(i) People, Human Resources, and Organisational Development; (ii) ICT and Digital; and/or (iii) Environmental, Sustainability & Governance (ESG)”.

- 4.2. The Convenors’ Committee on 10 December 2025, via correspondence, reviewed and endorsed the recruitment process, proposed panel membership, and timelines. A panel of four members, including one independent panelist, were appointed to advise the Chair and serve on the shortlisting and appointments panel:

- Chris Deery, Chair of the Board of Management.
- Gavin Donoghue, Chief Executive of Colleges Scotland [*Independent Panelist*].
- Flora Irvine-Hall, Student Board Member.
- Amy Paterson, Non-Executive Member

- 4.3. In appointing the panel, the diversity of panellists and an understanding of the expertise required within the personal specification were both key considerations.

- 4.4. To encourage applications from diverse backgrounds, the vacancies were widely promoted across a six-week period through:

Websites

- College Development Network
- Colleges Scotland
- Goodmoves (operated by SCVO)
- IOD Scotland
- LinkedIn

Networks

- Changing the Chemistry [*non-executive network*]
- Council of Ethnic Minority Voluntary Sector Organisation (CEMVO) [*email network*]
- Inclusion Scotland [*email network*]
- SenScot (Social Enterprises) [*email network*]
- Women on Boards UK [*non-executive network*]

Other

- City of Glasgow College Human Resources network list
- City of Glasgow College Equalities Office network list

- 4.5. In collaboration with Changing the Chemistry, the College held an online engagement event on 19 January 2026 to promote the vacancies. The event was facilitated by the Chief Executive of Changing Chemistry and included an opportunity to discuss the advertised non-executive roles and the operation of City of Glasgow College and its Board of Management with both the Chair and the Principal & Chief Executive.

- 4.6. All applicants were provided with comprehensive information about the role and the selection process. They were asked to complete an application form and equal opportunities monitoring form.

- 4.7. Of 27 applications, eight¹ were shortlisted for interviews. Candidate initials were used during the initial assessment to reduce unconscious bias. Analysis showed that 33% of applications were from female candidates; the shortlisted group comprised three females and five males.
- 4.8. Interviews consisted of a brief presentation by the candidate on the challenges facing City of Glasgow College, and a series of set questions from the panel.
- 4.9. The panel were supported throughout the process by the College's Associate Director of Governance & Risk. In their deliberations, they took account of the skills, knowledge, experience and attributes that prospective members would bring individually to the Board; the essential and desired skills set out in the person specification and the overall balance of strengths and expertise that would result; gender balance and diversity; and succession planning.

Appointments

- 4.10. In accordance with the 2014 ministerial guidance on board appointments, Scottish Ministers were asked to approve the appointment of the following two candidates:
- **Fred Dinning** (Former Energy & Environment Director of Scottish Power and an experienced non-executive director)
 - **Emma Muirhead** (Former Global Director of Organisational Effectiveness and Workforce Strategy at BAE Systems)
- 4.11. On 26 March 2026, Scottish Ministers confirmed the appointment of Fred Dinning to the Board of Management. The Chair awaits further update on the appointment with Emma Muirhead, whose letter of appointment was submitted on 23 April 2026. It is intended that both appointments would be for an initial term of four years, commencing from the date of confirmation.
- 4.12. Approval of both appointments would bring the Board's total membership to 19, with the Unison Trade Union Nominee position remaining unfilled. Further to this, the non-executive gender balance on the Board, the only protected characteristic regularly monitored by the Scottish Government, would be 50% female and 50% male.

Monitoring Data

- 4.13. A total of 27 applications were received in response to the advertised vacancies. In 2024/25, 34 applications were received, however, the number of vacancies available was greater and their scope (in terms of skills/expertise) was more open.
- 4.14. Of the 27 Applicants, monitoring information broadly illustrates the following with regards to protected characteristics data:
- **Gender:** 55% male / 45% female
 - **Age Range:**
 - 10% 'Under 35'

¹Six candidates were initially shortlisted. Following further consideration by the panel, an additional two candidates were progressed to interview.

- 35% Aged 35 to 49
 - 45% Aged 50 to 64
 - 10% Over 65.
- **Disability:** 20% declared a 'disability or long-term condition'.
- **Care responsibilities:** 30% declared caring responsibilities.
- **Ethnicity:** 85% indicated their ethnicity as 'White' (Scottish or UK).
- **Sexual Orientation:** 85% declared 'Heterosexual / straight'. 15% LGB+ (combined).

4.15. Over 90% of applicants asked, '*Where did you see this post advertised?*' stated LinkedIn.

5. Impact and Implications

5.1. Reviewing Board recruitment and succession planning are essential to the continued operation and effectiveness of the Board, not least to ensure it remains legally constituted.