Board of Management

Date of Meeting	**Wednesday 17 June 2026**
Paper No.	**BoM4-L**
Agenda Item	**5.1.1**
Subject of Paper	**Convenors' Committee (27.04.26) – Draft Minutes**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker, Associate Director of Governance & Risk**
Date of production	**01 June 2026**
Action	**For Noting**

1. Recommendations

1.1. To note the minutes of the Convenors' Committee held on 27 April 2026.

2. Consultation

2.1. The draft minutes and associated cover note have been prepared by the Associate Director of Governance & Risk in consultation with the Committee Convenor, who chaired the meeting and provides assurance on the accuracy and balance of the record, and relevant Executive Leads who contributed to, or hold accountability for, the items considered.

3. Key Insights

Key Decisions and Approvals

3.1. The Committee:

- Agreed to endorse the proposed Board of Management Schedule 2026/27 to the Board, subject to feedback from committees.
- Approved the Convenors' Committee Schedule of Business 2026/27, subject to inclusion of "deep dive" agenda items and a mapping exercise against the Terms of Reference.
- Agreed that the Convenors' Committee Terms of Reference remain appropriate.

Strategic Matters

3.2. *Senior Staff Performance and Remuneration*. The Committee reviewed delegated decisions relating to Senior Management Team salary progression and discussed the Performance Development Review (PDR) process. Members agreed that a more detailed report should be brought to a future meeting to further strengthen understanding and oversight. The

Committee also noted that the outcome of the Principal's annual performance review would be reported at the next meeting.

3.3. *Board Development and Effectiveness*. The Committee reviewed progress against the 2025/26 Board Development Plan, agreeing that the RAG rating for Board induction and development activity should be revised from "Green" to "Amber" to reflect delivery status. Proposed priorities for 2026/27, as put forward by the Chair of the Board, were discussed and will inform the next Development Plan.

3.4. *Board Recruitment*. The Committee noted the outcome of the recent Board recruitment process, including the successful appointment of two new members following Ministerial approval. The Committee also noted ongoing efforts to fill the vacant UNISON nominee position.

Governance and Assurance

3.5. Reporting and Transparency. The Committee emphasised the importance of clear, structured and evidence-based reporting to support effective scrutiny and decision-making.

3.6. Board Evaluation and Assurance Activity. The Committee noted that Board member appraisal meetings would take place in May and June 2026, with feedback to be reported in the next academic cycle to support continuous improvement in governance effectiveness.

4. Impact and Implications

4.1. The matters discussions held at the Convenors' Committee reflect a continued focus on strengthening governance, planning and assurance arrangements, with particular emphasis on:

- Enhancing the effectiveness of Board and Committee forward planning.
- Strengthening oversight of senior staff performance and remuneration processes.
- Supporting continuous improvement in Board development and recruitment.
- Maintaining robust oversight of strategic risk and assurance.
- Improving the quality and transparency of reporting to support decision-making.

Appendix 1: Convenor' Committee 27.04.26 - Draft Minutes

CITY OF GLASGOW COLLEGE

Board of Management

Meeting of the Convenors' Committee

MINUTE OF THE 3rd MEETING (CC3) HELD ON MONDAY 27 APRIL 2026 AT 1500 HRS VIA MICROSOFT TEAMS.

Present	
Charandeep Singh (Convener)	Roderick Gillespie
Chris Deery	
In Attendance	
John Gribben	Marcus Walker (Minute)

Item CC3-1.1	Weclome and Apologies	
Verbal	Lead: Convener	Action requested: Note
	Apologies were received from Nicola Cameron and Laura Heggie. The Convenor welcomed the Vice Principal People & Corporate Support to the Committee to present Item 3.2; Review of Senior Staff Performance and Remuneration.	

Item CC3-1.2	Declaration of Interest	
Verbal	Lead: Convener	Action requested: Note
	None.	

Item CC3-2.1	Minute of Previous Development Committee Meeting held of 25 August 2025	
Paper No: CC2-A	Lead: Convener	Action requested: Approval
	The Committee APPROVED the minutes of the previous meeting. The Committee NOTED that a draft Mentorship Procedure would be presented at its next meeting.	

Item CC3-2.2	Board of Management Schedule 2026/27	
Paper No: CC2-B	Lead: M Walker	Action requested: Approval
	The Committee NOTED a draft schedule for the Board and its committees for the 2026/27 academic year. The Associate Director of Governance & Risk (ADGR) advised that, subject to feedback from committee conveners, the 2026/27 would be presented to the Board of Management for approval on 17 June 2026.	

	The Committee NOTED that the schedule followed the established programme of Board and committee meetings over recent academic years, with two exceptions. The ADGR advised the Committee that it was proposed that the Learning, Teaching and Student Experience (LTSE) Committee move from four meetings to three, due to the limited benefit of holding a meeting in early September during a business period for academic staff and the Students' Association. A second proposed change was to include an extra meeting of the Conveners' Committee, as requested by Members at its last meeting. The Committee DISCUSSED the proposed schedule and the implications of reducing the number of LTSE Committee meetings to three. The Convenor advised the Committee that, as Convenor of the LTSE Committee, he was content with the proposal but stressed the importance of agenda planning to ensure that all required business was covered with the academic year. The Committee AGREED to endorse the 2026/27 Schedule to the Board of Management, subject to feedback from all committees during the current meeting cycle.

Item CC3-2.3	**Convenors' Committee Schedule of Business 2026/27**	
Paper No: CC2-C	Lead: M Walker	Action requested: Approval
	The Committee NOTED its proposed schedule of business for the academic year 2026/27. The ADGR advised Members that the schedule aimed to help the Committee in planning and prioritising its work throughout the year. The Committee DISCUSSED the schedule of business and the need to ensure that appropriate time within meetings for in-depth consideration of strategic matters within the Committee's remit. The Committee AGREED the 2026/27 Schedule of Business, subject to the inclusion of "deep dive" agenda items. Further to this, the Committee AGREED that a mapping exercise should be undertaken to ensure that future agendas covered all aspects of the Committee's terms of reference.	

Item CC3-3.1	**Review of Convenors' Committee Terms of Reference**	
Paper No: CC2-D	Lead: M Walker	Action requested: Discussion
	The Committee NOTED its extant Terms of Reference, previously reviewed in April 2025. The ADGR advised that annual review of Terms of Reference represented good governance practice. The Committee DISCUSSED the Terms of Reference and AGREED that these remained appropriate.	

Item CC3-3.2	**Review of Senior Staff Performance and Remuneration**	
Paper No: CC2-E	Lead: J Gribben	Action requested: Discussion
	The Committee NOTED the delegated decisions of the Principal in relation to salary progression for the Senior Management Team (SMT). The Vice Principal advised the Committee that salary progression for lecturing and support staff	

	was automatic until the top of the relevant pay scale was reached, with 279 employees progressing automatically as of 2025. The Committee NOTED that for members of SMT and ELT, progression required participation in a Performance Development Review (PDR), with progression limited to individuals who demonstrated they had exceeded performance expectations. The Vice Principal informed the Committee that through this process, three SMT members progressed through pay scales with effect from 1 September 2025. The Committee welcomed the update and DISCUSSED the PDR process. The Committee AGREED that a more detailed report should be presented to a future meeting to improve Members' understanding of the process and the Committee's role related to remuneration. The Committee NOTED that the Annual Performance Review of the Principal, led by the Chair of the Board, would be undertaken shortly. The Committee DISCUSSED the timeline and AGREED the Chair of the Board should report on the outcome at the next meeting.

The Vice Principal & Corporate Services left the meeting

Item CC3-3.3	**Board Development Plan 2025/26**	
Paper No: CC2-F	Lead: M Walker	Action requested: Discuss
	The Committee NOTED in-year progress against the 2025/26 Board Development Plan. The Committee DISCUSSED progress against the Board Induction and Development Programme, currently RAG rated "Green". The Committee AGREED that, given several activities were planned, but not yet implemented, the rating should be amended to "Amber". The Committee NOTED a proposed list of Board Development priorities for 2026/27, as put forward by the Chair of the Board. The Committee DISCUSSED their incorporation into the next Development Plan, to be presented at the next meeting.	

Item CC3-3.4	**Board Recruitment Update**	
Paper No: CC2-G	Lead: M Walker	Action requested: Discuss
	The Committee NOTED an update on non-executive Board member appointments following a recruitment round held between December 2025 and March 2026. The ADGR outlined the recruitment process and steps taken to encourage applications from diverse backgrounds. The Committee NOTED that 27 applications were received, with eight candidates shortlisted for interview. The ADGR advised that monitoring data indicated a well- balanced gender profile (55% male/ 45% female), with other protected characteristics aligning with regional diversity data.	

	The Committee NOTED that successful candidates had been recommended via to the Conveners' Committee via correspondence, prior to Scottish Ministerial approval. The ADGR confirmed to that Scottish Ministers, in accordance with 2014 Ministerial Guidance, approved the appointment of Fred Dinning and Emma Muirhead for an initial term of four years. The Committee DISCUSSED the recruitment process and NOTED that the appointment brought overall Board membership to 19, with the UNISON nominee position remaining vacant. The ADGR advised that UNISON had agreed to engage with its members at the College again to seek nominations.

Item CC3-3.5	**Strategic Risk Review**	
Paper No: CC3-H	Lead: M Walker	Action requested: Discuss
	The Committee NOTED that a Q4 strategic risk review was undertaken in April 2026, with no changes proposed to SR5 (Failure to realise planned benefits of regionalisation). The Committee DISCUSSED the position and were content with the assurance provided.	

Item CC3-4	**Any Other Notified Business**	
Verbal Update	Lead: Convener	Action requested: Note
	The Committee NOTED that, as part of the Board's annual evaluation process, the Chair of the Board would hold one-to-one appraisal meetings with Board members in May and June 2026. The ADGR advised the Committee that feedback from the evaluation would be reported to the Conveners' Committee and the Board at the start of the 2026/27 academic year.	

Item CC3-5	**Review of Meeting**	
Verbal Update	Lead: Convener	Action requested: Note
	The Committee welcomed the quality of papers presented and the progress made in reducing reliance on verbal updates.	

Item CC3-6	**Disclosability of Papers**	
Verbal Update	Lead: M Walker	Action requested: Note
	The Committee NOTED that the disclosability status of papers would be retained.	

Item CC3-7	**Date of Next Meeting**	
Verbal Update	Lead: Convener	Action requested: Note
	Date of Next Meeting – Monday 31 August 2026	

Meeting closes 15:55

ACTIONS FROM MEETING

Item	Description	Owner	Target Date
CC3-2.3 270426	**Mapping exercise against Terms of Reference.** the Committee AGREED that a mapping exercise should be undertaken to ensure that future agendas covered all aspects of the Committee's terms of reference.	ADGR	
CC3-3.2 270426	**Report on PDR/remuneration process.** The Committee AGREED that a more detailed report should be presented to a future meeting to improve Members' understanding of the process and the Committee's role related to remuneration.	VPPCS	
CC3-3.2 270426	**Chair feedback on Principal appraisal.** The Committee DISCUSSED the timeline and AGREED the Chair of the Board should report on the outcome at the next meeting.	Chair	

ACTIONS FROM PREVIOUS MEETING(S)

Item	Description	Owner	Progress
CC2-2.5 260126	**Buddy Scheme Procedure** The Committee agreed that a revised draft of the Procedure should be brought back to its next meeting. The Convenor directed the Associate Director of Governance & Risk to contact the Scottish Chambers of Commerce's Head of Mentoring and Talent Programme for further guidance on the development of a buddy scheme.	ADGR	**In-Progress** To be presented at the next meeting.