Board of Management

Date of Meeting	**23 September 2026**
Paper No.	**BoM1-N**
Agenda Item	**5.1.1**
Subject of Paper	**Convenors' Committee (31.08.26) – Draft Minutes**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker, Associate Director of Governance & Risk**
Date of production	**18 September 2026**
Action	**For Noting / Approval (Re: Paragraph 1.2)**

1. Recommendations

1.1. To note the minutes of the Convenors' Committee held on 31 August 2026.

1.2. To approve the proposed amendments to the Senior Management Team (SMT) Structure, comprising the creation of a Director of Commercial Growth role and amendments to existing roles to establish the positions of Director of Communications & External Affairs and Director of Planning, Policy & Projects, as endorsed by the Conveners' Committee.

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:

- Endorsed proposed amendments to the SMT structure for approval by the Board of Management, including the creation of a Director of Commercial Growth role and amendments to existing roles to establish the positions of Director of Communications & External Affairs and Director of Planning, Policy & Projects.
- Approved the nomination of Professor Sam Medhat for the award of an Honorary Fellowship of the College.
- Approved the Conveners' Committee Annual Report 2025-26.
- Approved changes to Board committee membership and leadership arrangements.
- Approved the Board Buddy Scheme Procedure, to be implemented as a six-month pilot.

- Recommended the Board Development Plan 2026-27 and the Board Development Plan 2025-26 End of Year Review to the Board of Management.

Strategic Matters

3.2. *Senior Management Team Structure.* The Committee considered proposals to strengthen senior leadership capacity through the creation of a new Director of Commercial Growth role and amendments to existing roles to establish the positions of Director of Communications & External Affairs and Director of Planning, Policy & Projects. Members discussed leadership capacity, financial sustainability, stakeholder engagement, succession planning and organisational accountabilities before endorsing the proposals. Further to this, the Committee agreed that the changes should be outlined to the Board – for its approval.

3.3. *Board Effectiveness and Development.* The Committee reviewed the outcomes of the Board Self-Evaluation exercise and the Board Development Plan End of Year Review, noting positive feedback regarding governance effectiveness alongside opportunities to strengthen Board transparency, stakeholder engagement and strategic challenge. Members also considered and endorsed the draft Board Development Plan 2026-27, which focuses on strategic leadership, assurance, governance capability and horizon scanning.

3.4. *Principal's Performance Review.* The Committee considered the annual appraisal of the Principal's performance, welcoming progress made in relation to student outcomes, financial sustainability, stakeholder engagement and strategic leadership. Members agreed that future objective-setting arrangements should be further refined to strengthen measurable outcomes and alignment with strategic priorities.

Governance and Assurance

3.5. *Board Membership and Succession Planning.* The Committee reviewed Board tenure and committee membership arrangements, including succession planning considerations and recent Board appointments. Changes to committee memberships and convenorships were approved to support governance effectiveness and committee capacity.

3.6. *Future Chancellor Appointment.* The Committee received a confidential update regarding the proposed appointment of HRH The Princess Royal as College Chancellor. Members welcomed the opportunity presented by the appointment, noted that the role would be ceremonial and ambassadorial in nature, and agreed that a formal paper should be presented to the Board to clarify the purpose, remit, and status of the role.

4. Impact and Implications

4.1. The discussions held at the Conveners' Committee reflect a continued focus on strengthening governance, leadership and Board effectiveness, with particular emphasis on:

- Supporting effective succession planning and Board development.
- Strengthening senior leadership capacity and organisational effectiveness.
- Enhancing oversight of senior staff performance and remuneration arrangements.
- Developing a more strategic approach to Board assurance and horizon scanning.
- Maintaining effective governance structures and member support mechanism.

Appendix 1: Convenor' Committee 31.08.26 - Draft Minutes

APPENDIX 1

CONVENERS' COMMITTEE

MINUTE OF THE MEETING (CC1) HELD ON MONDAY 31 AUGUST 2026 AT 1500 HRS VIA MICROSOFT TEAMS.

Present	
Nicola Cameron	Laura Heggie
Chris Deery	Charandeep Singh (Convener)
Roderick Gillespie	
In Attendance	
Ewart Keep	Paul Little
John Gribben	Marcus Walker (Minute)

Item CC1-1.1	**Weclome and Apologies**
Verbal	Lead: Convener Action requested: Note
	Apologies were received from A Paterson. The Convener welcomed both the Principal and the Vice Principal People & Corporate Support to the Committee for Items 2.2, 2.3, 3.1 & 3.2. The Convener welcomed E Keep to the meeting as an attendee. The Committee NOTED that a proposal would be considered under Item 2.5 for E Keep to become Convenor of the Learning, Teaching & Student Experience.

Item CC1-1.2	**Declaration of Interest**
Verbal	Lead: Convener Action requested: Note
	The Committee NOTED that E Keep had an interest in Item 2.5 relating to the proposal outlined under CC1-1.1. The Committee NOTED that the Principal would leave the meeting for Item 3.3, Annual Review of Principal's Performance.

Item CC1-2.1	**Minute of Previous Convenors' Committee Meeting held of 26 April 2026**
Paper No: CC1-A	Lead: Convener Action requested: Approval
	The Committee APPROVED the minutes of the previous meeting and NOTED that all actions were marked complete.

Item CC1-2.2	**Senior Management Team Structure**
Paper No: CC1-B	Lead: P Little Action requested: Approval
	The Committee NOTED proposed amendments to the Senior Management Team (SMT) Structure, comprising the introduction of a new Director of Commercial Growth role and the amendment of existing roles to establish the positions of Director of Communications & External Affairs and Director of Planning, Policy & Projects. The Principal advised the Committee that the proposals were intended to strengthen the College's capacity in relation to commercial growth, stakeholder engagement, public affairs, strategic

planning and major project delivery.

The Committee NOTED the business case for the proposed Director of Commercial Growth role and DISCUSSED the rationale for establishing an additional SMT post, seeking assurance that the role would provide additional leadership capacity and strategic focus without duplicating existing commercial and partnership responsibilities. Further to this, the Committee DISCUSSED the impact on staff headcount and salary costs. The Principal advised that a leadership gap remained following previous organisational changes and that additional senior capacity was required to support income diversification, business development and the College's long-term financial sustainability.

In relation to the proposed Director of Communications & External Affairs role, the Committee DISCUSSED the strategic focus on stakeholder engagement, public affairs, and government relations. Members sought assurance regarding the distinction between communications, external affairs and public policy responsibilities, and explored the potential for overlap with other senior roles. The Principal advised that the role would strengthen the College's ability to engage with stakeholders at local, regional and national level, and enhance the College's profile, influence and reputation.

With regards to the Director of Planning, Policy & Projects role, the Committee DISCUSSED reporting arrangements, organisational positioning and the strategic need for additional capacity to support major projects, policy development, and public sector reform. Members sought clarification regarding reporting lines and support arrangements, noting that the role would report directly to the Principal. The Committee NOTED that the role would support delivery of significant strategic initiatives and provide additional capacity to respond to emerging policy, reform, and development opportunities.

The Committee DISCUSSED succession planning and knowledge transfer more broadly, noting the importance of ensuring that key external relationships, partnerships, and networks were developed across the Executive Leadership Team (ELT) and SMT, as not become overly dependent on individual postholders.

The Committee AGREED that, to provide broader context regarding SMT and ELT arrangements, a future review of senior management responsibilities, reporting arrangements, and organisational accountabilities should be presented to the Committee.

The Committee AGREED to endorse the proposed amendments to the SMT Structure and given the significance of the proposed changes, AGREED to seek final approval from the Board of Management.

Laura Heggie left the meeting

Item CC1-2.3	**Fellowship Nomination**	
Paper No: CC1-C	Lead: P Little	Action requested: Approval

	The Committee NOTED a nomination for the award of an Honorary Fellowship of the College to Professor Sam Medhat in recognition of his outstanding contribution and longstanding support to the College's academic, commercial and innovation activities. The Principal outlined Professor Medhat's significant contribution to STEM education, innovation management and the development of the Scottish Institute of Knowledge Exchange (SIKE), together with his longstanding relationship with the College. The Committee APPROVED the nomination of Professor Medhat for the award of an Honorary Fellowship of the College.

Item CC1-2.4	**Conveners' Committee Annual Report 2025-26**
Paper No: CC1-D	Lead: M Walker Action requested: Approval
	The Committee NOTED the Conveners' Committee Annual Report 2025-26, which provided assurance regarding the effective discharge of the Committee's delegated responsibilities in relation to Board effectiveness, succession planning, governance development, remuneration oversight and strategic risk management during the academic year. The Committee DISCUSSED its key activities undertaken during the year, including the successful recruitment of two new non-executive Board members, oversight of the Board Development Plan and consideration of senior staff remuneration matters. The Committee APPROVED the Conveners' Committee Annual Report 2025-26.

Item CC1-2.5	**Board Tenures and Committee Membership**
Paper No: CC1-E	Lead: M Walker Action requested: Approval
	The Committee NOTED the Board Tenure and Committee Membership Review 2026/27, including the current Board tenure profile, forthcoming succession planning considerations and the existing vacancy in the UNISON-nominated Board member position. The Associate Director of Governance & Risk outlined the proposed committee membership changes and the planned allocation of committee roles for recently appointed Board members following completion of their induction programme. The Committee APPROVED the proposed committee membership changes with immediate effect, including the appointment of E Keep as Convener of the Learning, Teaching & Student Experience Committee, F Dinning to the Audit & Assurance Committee, and E Muirhead to the People & Culture Committee, and AGREED to recommend the appointments to the Board of Management for homologation. The Committee NOTED that committee memberships for both student Board members and any newly appointed EIS-FELA nominated Board member would be confirmed following completion of induction arrangements and reported to the Board of Management directly in due course.

Item CC1-2.6	**Board Buddy Scheme Procedure**

Paper No: CC1-F	Lead: M Walker	Action requested: Approval
	The Committee NOTED the proposed Board Buddy Scheme Procedure, developed following previous discussions on Board mentoring and member development arrangements. Members welcomed the revised approach, noting its emphasis on informal peer support, knowledge sharing and member development, whilst retaining participation on a voluntary basis. The Committee DISCUSSED the role of the Chair in supporting implementation of the Scheme and agreed that the arrangements should be introduced initially on a pilot basis. The Committee APPROVED the Board Buddy Scheme Procedure and AGREED that the Scheme should operate as a six-month pilot, with feedback from participating members used to inform a future review of its effectiveness.	

Item CC1-3.1	SMT / ELT Pay & Performance Overview	
Paper No: CC1-G	Lead: J Gribben	Action requested: Discuss
	The Committee NOTED an Pay & Performance overview, which provided historical context regarding the development of pay, grading and performance arrangements for members of the ELT and SMT. The Vice Principal advised the Committee that current arrangements are aligned to national bargaining outcomes in relation to annual cost of living pay awards, whilst progression through senior management pay scales was linked to the Performance Development Review (PDR) process and evidence of performance exceeding expectations. The Committee DISCUSSED the operation of the current arrangements and sought greater clarity regarding the relationship between national bargaining outcomes, pay progression, and performance assessment for SMT and ELT members. The Convener highlighted that the rationale, operation, and governance of the arrangements were not sufficiently clear from the paper and agreed that a wider review of the framework would be beneficial. The Committee AGREED that the Chair of the Board, Principal, and Vice Principal should discuss SMT and ELT pay and performance arrangements further, outwith the meeting, and that a revised paper would presented to a future meeting of the Committee.	

Item CC1-3.2	Settlement Agreement Update	
Verbal update	Lead: J Gribben	Action requested: Discuss
	The Committee NOTED a verbal update from the Vice Principal in relation to a staff settlement agreement approved by the Scottish Funding Council. The Vice Principal outlined both the context of the agreement and the related governance arrangements.	

The Principal and the Vice Principal & Corporate Services left the meeting

Item CC1-3.3	Annual Appraisal of the Principal's Performance 2025/26

Paper No: CC1-H	Lead: M Walker	Action requested: Discuss

The Committee NOTED an appraisal of the Principal's performance in the academic year 2025-26 and the associated assessment completed by the Chair of the Board. Members welcomed the assessment of institutional performance and leadership during the year, including progress in relation to student outcomes, financial sustainability, stakeholder engagement, innovation and the College's strategic positioning.

The Committee DISCUSSED the objectives identified for 2026/27 and NOTED that a number of the proposed priorities could benefit from further refinement to ensure they were specific, measurable, and clearly linked to the College's strategic objectives. The Committee also DISCUSSED the importance of distinguishing between institutional performance and the Principal's individual contribution, together with the need to incorporate a more reflective assessment of leadership challenges.

The Committee DISCUSSED leadership development, succession planning and the use of management information to support performance assessment and strategic oversight. The Convener highlighted the importance of aligning future objectives with the College's strategic priorities and development ambitions, including the continued evolution of the 2040 Strategic Plan.

The Committee AGREED that the Chair of the Board should undertake further work to refine the 2026/27 performance review framework and future objective-setting arrangements. Further to this, the Committee AGREED that a revised approach should be presented to a future meeting for consideration and endorsement.

The Principal re-joined the meeting

Item CC1-.3.4	Board Self-Evaluation Report 2025-26
Paper No: CC1-I	Lead: M Walker Action requested: Discuss

The Committee NOTED the Board Self-Evaluation Report 2025-26, which summarised the outcomes of the Board's annual evaluation exercise and identified several strengths and development themes relating to strategic leadership, governance effectiveness, risk oversight, Board culture and stakeholder engagement. The Associate Director of Governance & Risk advised the Committee overall assessment was positive and that the findings had informed the draft Board Development Plan 2026-27.

The Committee DISCUSSED opportunities to strengthen future participation and response rates in the evaluation exercise, noting the importance of securing a representative level of feedback from Board members. Members also reflected on specific areas for future consideration, including Board transparency, visibility of decision-making, strategic challenge and stakeholder engagement. It was suggested that completion of future evaluations should be encouraged at the final Board meeting of the academic year to support participation and maximise the value of the exercise.

The Committee NOTED the report and supported the continued incorporation of evaluation findings within the Board's ongoing development

	and effectiveness arrangements.
Item CC-3.5	**Board Development Plan 2025-26 – End of Year Review**
Paper No: CC1-J	Lead: M Walker
	The Committee NOTED the Board Development Plan 2025-26 End of Year Review and the significant progress made against the Board's governance development priorities during the academic year. The Associate Director of Governance & Risk advised the Committee that 13 actions had been completed, five partially completed and one remained incomplete, with the outcomes of the review informing the draft Board Development Plan 2026-27. The Committee was content with the progress reported and NOTED that themes arising from partially completed actions, including Board development, stakeholder engagement and governance communications, had been incorporated the 2026/27 Development Plan. The Committee AGREED to recommend the review to the Board of Management for approval.
Item CC1-3.6	**Draft Board Development Plan 2026-27**
Paper No: CC1-K	Lead: M Walker
	The Committee NOTED a draft Board Development Plan 2026-27 and welcomed the focus on strengthening strategic leadership, assurance and Board capability. The Committee DISCUSSED the proposed priorities and emphasised the importance of maintaining a proactive rather than reactive approach to Board development, strategic risk oversight and horizon scanning. Members also highlighted the need for continued focus on financial sustainability and resilience, noting the importance of understanding the resources and organisational capacity required to deliver the Plan's objectives. The Committee was content with the proposed Plan and AGREED to recommend the Board Development Plan 2026-27 to the Board of Management for approval.
Item CC1-3.7	**Strategic Leadership and Future Direction**
Paper No: CC1-L	Lead: C Deery
	The Committee NOTED the paper on Strategic Leadership and Future Direction, which outlined proposals to strengthen the Board's strategic contribution and support the development of Strategy 2040 through enhanced alignment between strategy, performance, risk, assurance and committee scrutiny. Members welcomed the direction of travel and recognised the potential benefits of a more connected and strategic approach to governance. The Committee AGREED that, given the significance of the proposals and the limited time available for discussion, a dedicated 30-minute development session should be arranged in advance of the next meeting of the Board of Management to allow members to explore the proposals in greater detail and support informed discussion prior to formal consideration by the Board.

Item CC1-3.8	Strategic Risk Register	
Paper No: CC1-M	Lead: M Walker	Action requested: Discuss
	The Committee NOTED the Strategic Risk Review, including the proposed amendment to 'SR5' concerning regionalisation and sector reform. Members acknowledged the importance of the issues raised and the proposed evolution of the risk to reflect the changing tertiary education landscape. The Committee NOTED that insufficient time was available to undertake a full discussion of the paper. Members therefore AGREED to provide any comments and observations in writing to the Associate Director of Governance & Risk.	

Item CC1-3.9	Terms of Reference Mapping Exercise	
Paper No: CC1-N	Lead: M Walker	Action requested: Discuss
	The Committee NOTED the Review of Committee Business Against Terms of Reference, which confirmed that the proposed Schedule of Business provided comprehensive coverage of the Committee's delegated responsibilities and identified a number of potential strategic deep-dive topics for future consideration. The Committee NOTED that insufficient time was available to undertake a detailed discussion of the paper and AGREED that Members should provide any comments and observations directly to the Associate Director of Governance & Risk in writing. The feedback received would be used to inform future agenda planning, strategic deep-dive activity and the ongoing development of the Committee's programme of work.	

Item CC3-4	Any Other Notified Business	
Verbal Update	Lead: Principal	
	The Committee NOTED a confidential verbal update from the Principal regarding the proposed appointment of HRH The Princess Royal to the honorary position of College Chancellor. Members NOTED that the Committee had previously considered the establishment of the Chancellor role and had received earlier updates regarding the progress of discussions, acknowledging the requirement for confidentiality throughout the appointment process. The Principal advised the Committee that the role would be ceremonial and ambassadorial in nature and would not form part of the College's governance or management structure. Members welcomed the proposal, recognised the significant reputational opportunities associated with the appointment, and AGREED to endorse the approach being taken. The Committee emphasised the importance of ensuring that members of the Board of Management were informed of the proposed appointment in advance of any public announcement. The Committee AGREED that a formal paper should be presented to the Board of Management to provide clarity regarding the purpose, remit and status of the Chancellor role and to enable consideration of the appointment.	

Item CC3-5	Review of Meeting	
Verbal Update	Lead: Convener	Action requested: Note
	The Committee NOTED the need to ensure that the agenda was appropriately balanced to allow member an opportunity to hold strategic discussions on key items of business.	

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 19 October 2026	

Meeting closes 17:30