Conveners' Committee

Date of Meeting	**31 August 2026**
Paper No.	**CC1-E**
Agenda Item	**2.5**
Subject of Paper	**Board Tenure and Committee Membership Review 2026/27**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker** **Associate Director of Governance & Risk**
Date of production	**18 August 2026**
Action	**For Approval**

1. Recommendations

The Committee is invited to:

- Review the current Board of Management tenure profile and note forthcoming term expiries and succession planning considerations.

- Consider and recommend the following committee membership changes to the Board of Management, noting that the changes will be implemented with immediate effect and presented to the next meeting of the Board of Management for homologation:

    - Appointment of E Keep as Convener of the Learning, Teaching & Student Experience Committee.
    - Appointment of F Dinning to the Audit & Assurance Committee.
    - Appointment of E Muirhead to the People & Culture Committee.

- Note that committee appointments for the newly appointed student Board members will be considered following completion of their induction programme.

- Note the current vacancies in the EIS-FELA and UNISON nominated Board member positions and the implications for Board representation.

- Consider the current external co-opted committee appointments and whether any changes or future co-options should be recommended to the Board of Management to support committee effectiveness, skills requirements and succession planning.

2. Purpose

2.1 To provide the Conveners' Committee with an overview of Board tenure and committee membership arrangements, seek its views on proposed committee membership changes,

and support ongoing succession planning, skills development and effective governance across the Board of Management

3. Consultation

3.1. This paper has been prepared by the Associate Director Governance & Risk (AGDR) using the Board tenure schedule, committee membership schedule and the approved Terms of Reference for Board committees. Consultation has been undertaken with the Chair of the Board of Management regarding committee succession planning and governance arrangements.

4. Key Insights

4.1. The Conveners' Committee is responsible for monitoring the composition, skills, experience, representational balance and terms of office of Board members and ensuring that the College's governance arrangements remain fit for purpose. The Committee also reviews committee memberships and succession planning arrangements to support the continued effectiveness of the Board and its committee structure.

Board Tenure

4.2. The Board continues to balance an appropriate balance of continuity and renewal. Members appointed during 2024, 2025 and 2026 bring fresh perspectives and expertise, while longer-serving members provide governance continuity and institutional knowledge. Members (C Singh and R Gillespie) appointed during 2023 will reach the end of their initial terms during 2027, with the option to seek re-appointment for a second term. Members reappointed during 2025 have terms extending until 2029, providing longer-term stability across the governance structure.

4.3. The Board currently has vacancies in respect of both the EIS-FELA and UNISON nominated member positions. Engagement with recognised trade unions continues with a view to securing nominations and restoring full representation.

Board Skills and Experience

4.4. The Conveners' Committee has responsibility for reviewing the skills and experience profile of the Board. A refreshed Non-Executive Member Skills Matrix is currently being updated to reflect recent appointments, committee memberships and succession planning requirements. The updated matrix will be presented to the next meeting of the Conveners' Committee and will support future Board recruitment activity, committee appointments and Board development priorities.

Committee Membership Review

4.5. A review of committee composition has been undertaken against the approved Terms of Reference for each Board committee. The review confirms that all committees continue to satisfy their minimum membership requirements and maintain appropriate levels of non-executive representation. Convenorship arrangements also remain compliant with the governance framework.

4.6. The Audit & Assurance Committee continues to satisfy the requirement that membership comprises non-executive Board members and maintains appropriate capacity to scrutinise governance, risk management and internal control arrangements. The appointment of F Dinning would further strengthen Committee capacity and support succession planning.

4.7. The Learning, Teaching & Student Experience Committee maintains an appropriate balance of membership in line with its Terms of Reference. The appointment of E Keep as Convener would provide continuity of leadership and experienced oversight of matters relating to curriculum, academic quality, learning, teaching and the student experience.

4.8. The People & Culture Committee continues to satisfy its membership requirements and oversee matters relating to workforce planning, organisational development, equality, estates, facilities and information technology. The appointment of E Muirhead would strengthen the Committee's capacity and provide strategic expertise in relation to workforce matters.

4.9. No material governance gaps have been identified in relation to committee membership arrangements. The principal representation gap remains the absence of EIS-FELA and UNISON nominated Board members.

4.10. To ensure continuity of governance and effective committee operation, the proposed membership changes will be implemented following consideration by the Conveners' Committee. The changes will subsequently be presented to the next meeting of the Board of Management for homologation. This approach ensures that committees continue to operate effectively while maintaining Board oversight of governance arrangements.

Student Board Members

4.11. Two student members joined the Board from 1 July 2026. The Chair and ADGR are currently completing induction arrangements with both members. Committee memberships will be confirmed following completion of the induction process, allowing appointments to be aligned with members' interests and availability.

Co-opted Members

4.12. At present, external co-opted members support the work of both the Audit & Assurance Committee and the Development Committee. The Convenors' Committee may wish to consider whether these arrangements continue to meet the Board's requirements and whether there are any areas where additional external co-options may strengthen governance, committee effectiveness or succession planning.

Conclusion

4.13. The review concludes that the Board's committee structure remains fit for purpose, appropriately constituted and compliant with the approved governance framework. The proposed committee membership changes support succession planning, broaden participation across Board committees and maintain effective oversight across the Board's key areas of responsibility. The Committee is invited to recommend the proposed changes to the Board of Management, noting that they will be implemented with immediate effect and presented to the next Board meeting for homologation.

5. Impact and Implications

5.1. The proposed committee membership changes support effective governance, succession planning and the continued operation of the Board's committee structure.

5.2. The main governance consideration remains the current vacancies in the EIS-FELA and UNISON nominated Board member positions, which reduce trade union representation on the Board and its committees. Responsibility for nominating individuals to these

positions rests with the recognised trade unions, and the College will continue to engage with both organisations to support the appointment process.

6. Appendices

Appendix 1: Board of Management Tenures.
Appendix 2: Board of Management Committee Membership

Appendix 1: Board of Management Tenures

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Non-Executive Members										
C Deery*					30 July 2025				29 July 2029	
M Ahmad				1 August 2024				31 July 2028		
N Cameron	1 July 2021				30 June 2025				30 June 2029	
K Davis					25 July 2025				24 July 2029	
F Dinning						21 April 2026				21 April 2030
R Gillespie			16 June 2023				15 June 2027			
L Heggie‡				1 August 2024				31 July 2028		
E Keep	1 July 2021				30 June 2025				30 June 2029	
E Muirhead						24 April 2026				24 April 2030
A Paterson				1 August 2024				31 July 2028		
C Singh†			16 June 2023				15 June 2027			
S Robison					25 July 2025				24 July 2029	
R Young					25 July 2025				24 July 2029	
Vacant Position										
Vacant Position										
Staff Members										
D Mackeen			7 Nov 2023				6 Nov 2027			
S Mcdowall			1 July 2023				30 June 2027			
Student Members										
E Buchanan						1 July 2026	30 June 2027			
R Ivers						1 July 2026	30 June 2027			
Trade Union Members										
EIS-FELA Nominated										
UNISON Nominated										
Principal & CEO										
P Little										

KEY:
* Chair
† Vice Chair
‡ Senior Ind. Member

Appendix 2: Board of Management Committee Membership

Committee	Non-Executive Members	Nominated Members	Co-opted Members	Lead Officer
Audit & Assurance Committee	M Ahmad A Paterson* R Young F Dinning		J Green	A Dickson
Conveners' Committee	C Deery C Singh* R Gillespie L Heggie N Cameron E Keep		A Paterson	M Walker
Development Committee	C Deery N Cameron* K Davis A Paterson	P Little	D Anderson	C Gethin
Finance Committee	C Deery L Heggie* S Robison	P Little		A Dickson
Learning, Teaching & Student Experience Committee	L Heggie E Keep* C Singh R Young	D Mackeen P Little Student Member (TBC)		S Wilson
People & Culture Committee	M Ahmad K Davis R Gillespie* S Robison E Muirhead	P Little S Mcdowall Student Member (TBC)		J Gribben