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# NOMINATIONS COMMITTEE REPORT

**BORDERS COLLEGE**

**B**

**REGIONAL BOARD**

| **Subject:** Recruitment of Board members | **Purpose:**<br>**For Approval** ☐<br>**For Discussion** ☒<br>**For Information** ☐ |
|---|---|
| **Prepared by:** James Ayling | **Date:** 22 August 2018 |
| **Purpose:** To consider the appointment of two new Board members | |
| **Linked to Strategic Goal 1: Respond to the needs of our region.** | |

**Executive Summary:**

The Board will (following the imminent election of a second student member) comprise 17 members. This will reduce to 16 after the retiral of Ian Ireland at the end of his term of office in February 2019. Under statute the number of Board members are set as no fewer than 15 and no more than 18 (any other known potential retirals would also need to be taken into account).

The June 18 Board meeting noted that two members should therefore be recruited. Ian is currently Chair of the Curriculum and Quality committee and member of the Audit Committee. He also served on the now disbanded HR Committee. He had been an Assistant College Principal in Warrington and brought that experience to the table.

It should be noted that the Chair of the Finance & General Purposes Committee has commented that a further member with financial expertise would benefit that committee.

Members are asked to consider the current skills mix of the Board and identify any gaps with a view to identifying the skills and knowledge profile we would seek from two new members and agree the recruitment process to be used.

To assist in the determination the following information is provided;

- A schedule of Borders College Board membership and tenures.
- A pen picture of each of the current Board members giving details of their experience and skills.
- A Board Member's Core Skills Matrix.
- Scottish Government's Board requirements
- Board Diversity Succession Planning checklist issued July 2018.
- A Schedule showing current Committee membership (NB Liz Parkes has volunteered to sit on an additional committee).

Committee members are referred to the College Sector Board Appointments 2014 Ministerial Guidance which provides information on the requirements of the relevant Education Acts and the duties of the Board and Ministers with regards to succession planning. Committee members were also issued in February 2017 with "light touch guidance" from the Scottish Government on Board succession planning. The

Committee should also note the terms of the recent Gender Representation on Public Boards (Scotland) Act 2018 passed on 9 March 2018 seeking 50/50 gender targets on public sector boards and the Scottish Government's programme to encourage organisations to sign up to the Partnerships for Change for gender balance on Boards.

As well as possessing the required knowledge, skills, attributes and experience enumerated in the above guidance, the Committee should note that the Board of the Borders College should where possible have members which reflect the makeup of the population of the Scottish Borders and a majority should have proven experience or knowledge of the Region.

The  Committee is  committed to increasing the diversity of the Board and has previously  agreed that the protected characteristics the Board would most benefit from were race and disability along with LGBT plus.

For information

The Committee agreed prior to the 2017 recruitment exercise that the priorities at that time were:

- A local employer
- Someone with an accounting background
- Someone young
- Someone of under-represented characteristic
- Someone from key regional industry sector eg. Tourism industry

**Recommendation:**
Members are asked to identify the skills and knowledge profile required of new members and agree the appointment and selection process.

Reaching under-represented groups will be a priority and contact should be made with individuals who have previously expressed an interest in becoming a member.

**Previous Committee Approvals:**
None

| **For publication**  ☒ | **For publication with redactions** ☐ | **Not for publication**  ☐ |
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# Regional Board

## Terms of Appointment

| Name | Date of Appointment | Term of Office | End of Tenure | Status of Appointment |
|---|---|---|---|---|
| Tony Jakimciw | 4 March 2014 Chair from 1 July 2013 | 2 Years | March 2020 | Independent Member |
| Angela Cox | 30 January 2017 | Until Leaving Post | | Principal |
| Ian Ireland | 1 May 2009 Re-appointed 25 April 2013 Re-appointed 1 March 2015 | 4 Years | 28 February 2019 | Independent Member |
| Bryan McGrath | 1 July 2010 Re-appointed 14 August 2014 Re-appointed 1 August 2018 | 4 Years | 31 July 2022 | Independent Member |
| Elaine Acaster | 14 August 2014 Re-appointed 1 August 2018 | 4 Years | 31 July 2022 | Independent Member |
| David Peace | 1 March 2015 | 4 Years | 28 February 2019 | Independent Member |
| Virginia Grant | 1 March 2015 | 4 Years | 28 February 2019 | Independent Member |
| Liz Parkes | 1 March 2015 | 4 Years | 28 February 2019 | Independent Member |
| Jane Gaddie | 1 March 2015 | 4 Years | 28 February 2019 | Independent Member |
| Steven Ker | 1 October 2015 | 4 Years | 30 September 2019 | Independent Member |
| Nicola McIlwraith | 5 August 2016 | 4 Years | 4 August 2020 | Independent Member |
| Sara Shinton | 5 August 2016 | 4 Years | 4 August 2020 | Independent Member |
| Jen MacKenzie | 22 June 2017 | 4 Years | 30 June 2021 | Support Staff Member |
| Paula Hutchison | 1 July 2017 | 4 Years | 30 June 2021 | Curricular Staff Member |
| David Johnston | 1 June 2018 | 4 Years | 30 May 2022 | Independent Member |
| Douglas Jardine | 19 June 2018 | 1 Year | 18 June 2019 | Student Member |
| A.N. Other | September 2018 | 1 Year | 30 June 2019 | Student Member |

**Pen Picture**
**Borders College Regional Board**
**August 2018**

**Tony Jakimciw, Regional Chair (Board Member since 20th June 2013).** Chair of the Board, Chair's Committee and Nominations Committee, Member of the Finance and General Purposes Committee, HR Committee and Remuneration Committee.
Tony has worked in Further Education for over 35 years and was Principal of Dumfries and Galloway College until retiring in August 2012. A strong believer in the value of FE he has represented the sector on a number of SFC, SQA and national committees. He was awarded the OBE for services to Further Education in Scotland in 2010 and made a Doctor of the University of Glasgow in recognition to his contribution to education. On retirement he was appointed as Regional Lead for Fife before taking up the same post for the Borders in June 2013.

**Ian Ireland MA (Cantab), M.Ed., PGCE (Board Member since May 2009)** Chair of the Curriculum and Quality Committee and Member of the Audit Committee and HR Committee.
Ian is retired although he undertakes voluntary work in the Borders as well as some part time teaching. Prior to retirement he was Assistant Principal of Priestley College, Warrington as well as being Clerk to their Governing Body. Also a Member of the Board of The Bridge and BFET

**Bryan McGrath BSc (Hons), MBA (Board Member since July 2010).** Member of the Finance & General Purposes Committee, Audit Committee and Nominations Committee.
Bryan is Head of Economic Development and Regeneration with Scottish Borders Council and has worked with the Council in other roles since 1996.

**Angela Cox (Board Member since January 2017).** Principal of the College and remains as a Board Member for duration of her appointment as Principal. Member of the Finance and General Purposes Committee and the HR Committee. Angela has worked in FE for over 20 years and was previously Deputy Principal (Quality & Transformation)at The City of Liverpool College before joining Borders College as Principal. Before joining the FE sector Angela worked within the Service Industries Sector in the UK and USA and joined Bournemouth & Poole College as a lecturer and progressed into a number of middle and senior leadership roles during her time there.

**David Peace (Board Member since March 2015).** Member of the Finance & General Purposes Committee.
David has extensive background in property and management consultancy. A Chartered Surveyor he worked mainly in the rural sphere, Country houses, farm and sporting estates sale and purchase across the country. Has also been an advisor for individual and institutions on purchase and development. Also a management consultant he has worked with public, private and third sectors covering income generation, failing business and underutilised resources. David has built businesses from scratch, managed buy outs and operated as investigator for a major insurance company. David now runs a career change and business improvement consultancy.

**Liz Parkes (Board Member since March 2015).** Member of the Finance & General Purposes Committee and HR Committee.

Liz is a public transport professional with experience in operational, safety and sustainability management roles gained with Tyne & Wear Metro, Edinburgh Trams, Glasgow Subway, Renfrew Ferry, Railtrack and British Rail. She is starting as Head of Operations with North Yorkshire Moors Railway in summer 2015.

A Chartered Member of the Institution of Occupational Safety &Health, registered with the Occupational Safety & Health Consultants Register, Liz is graduating with a BEng in 2015 and is also the holder of a Certificate in Work Place Noise Assessment, a Diploma in Design and Innovation, an LLM in Construction Law, and an MA in Politics & English.

**Jane Gaddie (Board member since March 2015).** Member of HR Committee.

Studied at Robert Gordons University in Aberdeen. Degree in Business Studies and an MSc in European Policy Law & Management. She also completed the Diploma in Marketing and became a member of the Chartered Institute of Marketing.

Worked with Perident in Tweedbank working as Key Account Executive and managing their customers throughout the world involving extensive travelling.

Promoted to UK Marketing Manager for a dental alliance with Philips and Jordan (parent company of Perident).

Worked at Borders College as European projects Manager for two years in what was then the Corporate Affairs Department. I applied for funding successfully for both ESF funding and ERDF funding and worked on projects both within the college and externally.

Became a Commercial Manager of a Supply Chain Management in Livingston and managed a team of staff and all the commercials relating to the business, then at Tenon (formerly Scott Oswald accountants) for ten years as Scotland Marketing Manager involved also in national projects. A Chartered Marketer currently employed on a part time basis at Stark Main accountants in Selkirk a Top Ten accountancy practice.

Jane also runs a shop in Melrose called Simply Delicious giving opportunity to put into practice all the theory learned at University in terms of running a business.

Finally Jane is a member of the Committee for the Friends of the Borders General Hospital trying to raise funds to support the patients, staff and relatives of those at the BGH.

**Dr Virginia Grant Phd; MBA; BA(Hons); FIC (Board Member since March 2015)**

Member of Curriculum and Quality Committee and Nominations Committee.

An experienced Management Consultant in strategic review, business planning, organisation development and executive development in private and public sector organisations and charities. Virginia is Director of Vmg Consultants. She is also a partner in a diversified land based business and an active member of the Edinburgh and Lothians Committee of the Institute of Directors. Previously she worked with Frontline Consultants leading strategic assignments throughout the UK for a wide range of organisations including a number of Scottish Colleges, the Scottish Further Education Funding Council and the Scottish Further Education Unit. Virginia has a background in Further Education. As Managing Director of the commercial subsidiary company at Borders College and later Director of Business Development, she was a member of the College's Senior Management Team.

**Elaine Acaster (Board Member since October 2014)** Member of the Finance & General Purposes Committee and the Remuneration Committee.

Elaine qualified first as a teacher, and then as a dietician in Scotland, and after working in the National Health Service joined the education sector, lecturing in Higher Education in Glasgow prior to Head of Department roles in Harrow and Bedfordshire. During a period

of rapid growth and diversification in Further and Higher Education she was Deputy Principal (Finance and Resources) of Westminster College London, prior to merger with Kingsway College to form the current Westminster Kingsway College.

On joining the Royal Veterinary College (RVC), University of London, as Assistant Principal and later as Vice Principal and Secretary to Council, she became its first woman Vice Principal in over 220 years. She was also Chairman of the Animal Care Trust which raised philanthropic income in excess of £1m year on year.

Since "retiring" from full time work nearly two years ago, she has been an independent adviser principally to the RVC, and has been appointed as a Council Member of the veterinary profession's regulatory body the Royal College of Veterinary Surgeons. She is Vice President elect of Queen Margaret University Graduates Association.

**Steven Ker MBA, CA, CPA, B.Com(Hons) (Board Member since 1 October 2015)**
Chair of the Audit Committee.

Having trained as a CA in Edinburgh with Deloitte, Steven then worked in the USA, where he qualified as a CPA, in a variety of senior finance roles with publicly-traded companies before returning to the UK in 2006. He is the founder and CEO of Excelsior, a consulting firm specialising in the provision of financial and strategic advice to start-up businesses and high growth SMEs. Steven is also a mentor to directors of early-stage businesses for the Edinburgh Chamber of Commerce.

**Dr. Sara Shinton BSc (Hons), PhD, MIOD (Board Member since August 2016)**
Sara is Managing Director of Shinton Consulting Limited, based in Galashiels, supporting researcher development from PhD to Professor across Europe. Originally trained as a physical chemistry researcher, she is passionate about the value of education, particularly in STEM subjects, and now directs the annual 'Bang Goes the Borders' science festival that she founded in 2011. Writing in the areas of academic and researcher development, she has published recently on funding for research impact, collaboration and research careers. Her work has been shortlisted for Times Higher Education awards on four occasions, winning in 2010 for her role in the Scottish Futures programme to foster innovation, collaboration and impact in research and 2014 for the Welsh Crucible leadership programme. She is also a member of the national Arts and Humanities Research Council Research Careers and Training Advisory Group. She has previously worked at the Universities of Edinburgh, Newcastle, Heriot Watt and Swansea.

**Nicola McIlwraith (Board Member since August 2016)**
A business graduate from Dundee University, Nicola has spent her career to date working in the public sector therefore appreciates the vital role public services play in serving local communities.

She spent 8 years with Scottish Borders Council working in housing research and policy before moving to Scottish Borders Housing Association (SBHA) in 2011 firstly as Revenue Income Manager and in 2015 becoming Neighbourhood Services Manager, responsible for the provision of high quality tenancy and neighbourhood services, overseeing the management of a diverse portfolio of over 5,000 properties.

As a senior manager, she has significant experience in strategic and business planning, change management and performance management. A member of the Chartered Institute of Housing, Nicola is passionate about empowering individuals and communities and has vast experience of delivering community based services that address financial exclusion and unemployment, often through innovative funding mechanism with partnership agencies.

**David Johnson (Board Member since June 2018)**
David is a Lecturer (Assistant Professor) in Entrepreneurship at Edinburgh Napier University Business School. He has previously held Visiting Scholar positions at The Wisconsin School of Business, University of Wisconsin-Madison (USA) and The Skolkovo Institute of Science and Technology (Moscow, Russia). Prior to academia, David spent over a decade working within the biopharmaceutical sector within senior Commercial and Strategy Consulting roles.

**Paula Hutchison (Board Member since July 2017)**
Paula is the Curricular Staff Member.  She is Programme Leader of the Hospitality, Hairdressing and Beauty Therapy areas of the Creative Industries Sport and Business Faculty.

**Jen MacKenzie (Board Member since June 2017)**
Jen has worked at Borders College since 2005, with varying roles from Curriculum Administrator, Learner Success Mentor to her current role as Care Aware Adviser where she supports students who are Care Experienced and Young Carers whilst on their educational journey.  Jen has a wealth of knowledge and experience from working within Borders College and has a Bachelor of Arts in Business Management and a Diploma in Cognitive Behaviour Therapy.

**Douglas Jardine (Board Member since June 2018)**
Douglas has just completed his studies at Borders College, graduating with a Sports Coaching and Development HND and is currently President of Borders College Students' Association. He campaigned on a platform of making sport and physical activity available to students, mental health support for students, and continuing to improve Borders College Students' Association. Douglas is also very active in Scottish Archery and is currently the Scotland Team Manager.

**A.N. Other (Student member to be appointed in September 2018)**

**James Ayling (Board Secretary since August 2017)**
James has over the years worked in a law firm, an economic development agency, a fund management company and in a retail business. He has considerable experience of working with a number of Boards.

# BOARD MEMBER CORE SKILLS MATRIX

Board members will join a college board or regional strategic body with their own specific skills, qualities and expertise. During their time on the board all members are expected to develop or keep up to date in the following core areas:

| Development pillar | Core skills, qualities, expertise and behaviours |
|---|---|
| **Knowledge of the external environment** | • Understanding of the local/regional/national and, if appropriate international, agenda that your organisation contributes to<br>• Understanding of the legal and financial requirements of those bodies your board is accountable to, including Scottish Funding Council, OSCR and, where appropriate, your regional strategic body (e.g. Financial Memorandum, including severance guidance)<br>• Understanding of the Code of Good Governance, Code of Conduct for Board Members and Outcome Agreements<br>• Understanding of your organisation's regional or national partners and other stakeholders<br>• Understanding of national or regional skills needs<br>• Insights acquired from building networks with other boards in the college sector. |
| **Board member skills** | • Communication skills – listening, explaining, questioning, influencing<br>• Understand the non-executive role, including the leadership role and how to avoid unnecessary operational detail while demonstrating stewardship of the organisation<br>• Ability to balance constructive challenge and support of staff<br>• Avoid/manage conflicts of interest and take collective responsibility for board decisions that are in the best interests of your organisation<br>• Understand and take informed and rigorous decisions on complex issues and think strategically<br>• Fulfil board ambassadorial role with staff and students and their representative bodies<br>• Chairing skills (if a chair)<br>• Contribute to discussions and decisions on finance, audit, risk management, human resources and strategic planning. |
| **Organisational knowledge** | • Understanding of the financial, legal and accountability framework of your organisation<br>• Understanding of staff views and culture<br>• Understanding of student views and experiences, including student association<br>• Understanding of the views of other customers and stakeholders, build/facilitate relationships with external stakeholders, facilitate effective partnership working and be an ambassador for the board and your organisation<br>• Understanding of your organisation's business – curriculum, finances, estates, human resources, values, business planning systems, business priorities, performance indicators, risk and control framework<br>• Understanding of responsibilities and business of committees. |
| **Team working** | • Attend and make contributions to board and committee meetings, events and development sessions<br>• Take time to get to know other board members and build a strong team<br>• Challenge each other and contribute to rigorous debates while maintaining supportive relations with fellow board members<br>• Share own expertise and networks with fellow board members as required<br>• Contribute to board, chair and personal evaluation processes and development plans<br>• Support and mentor inexperienced board members<br>• Contribute to succession planning, including building expertise and taking on responsibilities such as committee membership and chairing as required. |

| Area of expertise | Essential/desirable | Notes/references | Committee relevance |
|---|---|---|---|
| Finance/Audit/Risk | Essential: minimum 2 members with relevant qualification and recent experience including financial management, audit and risk. | UK Code on Corporate Governance advises 2 as minimum for audit committee requirements | Audit; Commercial & International; Capital & Infrastructure |
| Industry linked to Curriculum Development | Essential: minimum 4 members with relevant industry experience, ideally in key areas of curriculum development. | Government economic strategy (2011) prioritises: creative industries; energy incl renewables; financial and business services; food and drink; life sciences; and sustainable tourism.  EC strategy identifies STEM, education and healthcare in addition to Govt priorities. | Academic Council; Commercial & International |
| Universities/Schools | Desirable: at least one member with current or recent experience in relevant educational role within the region. | Government emphasis on coherent provision; new Wood Commission emphasis on working with schools. | Academic Council; Nominations & Engagement |
| Legal | Desirable: at least one member with relevant legal expertise to support effective scrutiny of documentation and challenge at Board level. | | Audit; Commercial & International; Capital & Infrastructure |
| HR/OD/Change Management | Desirable: at least one member with strong corporate HR experience. | | Remuneration; Academic Council; Nominations & Engagement |
| Communications & Marketing | Desirable: at least one member with expertise in this area, eg, social marketing. | | Nominations & Engagement; Commercial & International |

| Estates & Infrastructure | Desirable: at least one member with relevant expertise, eg, estates development, project management, architecture, surveying, outsource and insource contracts. | | Capital & Infrastructure |
|---|---|---|---|
| Community Engagement/ Youth | Desirable: at least one member with expertise in this area. | Post-16 Act introduction of new duties relating to regional consultation, collaboration and planning; developing CPP relationships. | Nominations & Engagement; Academic Council |

**Board Diversity Succession Planning Checklist**

**Introduction**

In its guidance on succession planning, the Scottish Government makes its case for board diversity:

*Diverse boards are more likely to be better able to understand their stakeholders and to benefit from fresh perspectives, new ideas, vigorous challenges and broad experience. This diversity of thought and contribution should result in better corporate governance and decision-making, and, in turn, support continuous improvement in our public services in Scotland.*

*A board that reflects the people and communities that it serves is also more likely to have credibility with them, thus promoting public trust in board decision-making.*

College sector board secretaries will be aware of the range of legal and regulatory requirements impacting on membership and succession planning, some of the more recent developments in this area being the 2016 amendments to the Scottish Specific Duties under the Equality Act, the Partnership for Change 50/50 by 2020 initiative, and the passage of stage three of the Gender Representation on Public Boards (Scotland) Bill in January this year.

A key point for boards and board secretaries is that diversity is a broad term that refers both to the protected characteristics defined in the Equality Act and to the diversity of skills, knowledge and experience that will support good governance as set out in the Code of Good Governance and reflected in the Ministerial Guidance on appointments.

The following checklist draws from a range of sources, including work undertaken by the equality teams at City of Glasgow, Glasgow Clyde and Glasgow Kelvin Colleges.

It is intended not so much as a final model, but as a starting point for an ongoing discussion about how we can best facilitate the development of more diverse, representative and strong governance in the sector.  On that basis, feedback would be very welcome!

| | **Establishing the Board's Commitment to Equality & Diversity among its Membership** |
|---|---|
| 1 | Agree commitment at board level, including targets, where relevant, as part of diversity succession plan, and how this will be monitored and reported on. |
| 2 | Sign up to 50/50 by 2020. |
| | **Raising Awareness of the Board and its Work** |
| 3 | Ensure website includes gender balance and that members' biographies focus on board members' diversity and the value of a diverse board. |
| 4 | Seek ways to promote the board and its work to a wider audience, for example, through social media, newsletters, and keeping the website regularly updated. |
| 5 | Consider making downloadable podcasts of relevant meetings or events. |
| 6 | Consider adding an FAQ about board appointments and the role of a board member to the website. |
| 7 | Run workplace events to develop staff awareness and encourage employees to see board positions as development opportunities. |
| 8 | Work with equality and diversity teams within the college/region to explore other ways to reach underrepresented groups and further promote inclusion. |
| | **Improving Induction and Support** |
| 9 | Consider co-option to a committee and/or shadowing to engage and develop less experienced candidates with strong potential. |
| 10 | Consider allowing prospective board members to meet with a current member or observe a meeting before applying for a position. |
| 11 | Explore the option of mentoring for new/less experienced board members, creating a more supportive environment. |
| 12 | Encourage good candidates who are not appointed by providing constructive feedback and offering other opportunities to engage in the work of the board or college to support their development. |
| 13 | Ensure that the induction process is tailored to the individual's needs, and that it includes training on definitions, duties and the benefits of diversity. |
| 14 | Develop a supportive approach that encourages board members to declare equality information. |
| | **Developing Board Structures and Processes** |
| 15 | Ensure that the board's business cycle includes the regular review of skills balance and diversity. |
| 16 | Consider not only the balance on the board but on committees, and take account of gender and diversity among committee chairs. |
| 17 | Ensure board equality and diversity monitoring and reporting are aligned to regulatory requirements and best practice guidance by consulting with E&D professionals and keeping this under review. |
| 18 | Monitor equality and diversity during application, shortlisting, interview and appointment stages. |
| 19 | Ensure recruitment procedures optimise the potential for underrepresented groups to access membership opportunities, for example, by using the bank of diverse media outlets collated by Public Appointments in Scotland. |
| 20 | Ensure that gender and diversity are taken into account in determining the membership of appointments/nominations committees and appointments panels. |
| 21 | Ensure members of appointments/nominations committees and appointments panels have received appropriate training including on unconscious bias. |
| 22 | Provide a named contact in the application pack to assist potential applicants with further information and advice. |

| 23 | Ensure the application pack promotes opportunities for induction, mentoring, and development to encourage less experience candidates. |
|----|----|
| 24 | Ensure the application pack is in an accessible format, and that pack and advert are written in accessible and not excessively formal language. |
| 25 | Include statement such as, "We welcome and encourage applications from groups currently under-represented, such as women, disabled people, those from a BME background, people aged under 50, and LGBT individuals" and use relevant ED&I logos in advert and other communications. |
| 26 | Be prepared to make reasonable adjustments during application/interview stages. |
| 27 | Reduce gender identification by using first initials during shortlisting stages of recruitment. |
| 28 | Assess every candidate in a consistent way against measurable requirements to ensure appointments are based on merit. |
| 29 | Seek to reduce the effects of unconscious bias by taking appropriate, scheduled breaks between interviews. |
| 30 | Consider inclusion of a standard equality and diversity focused question in all interviews, and questions that seek to elicit a candidate's commitment to the board's values. |
| 31 | Identify and remove potential barriers for appointed members where possible, for example, by keeping the timing of meetings under review to accommodate childcare and other commitments and considering attendance via video-conference. |
| 32 | Ensure that board and committee papers and communications are designed in an accessible, electronic format and available in alternative formats on request. |
| **Enhancing Board Member Training and Awareness** | |
| 33 | Incorporate aspects of equality and diversity training in the board's annual development programme. |
| 34 | Identify external opportunities and encourage board members' attendance (for example, Changing the Chemistry or Equality Challenge Unit events). |
| 35 | Promote use of the 'Diversity Delivers' self-assessment tool (when available). |
| 36 | Ensure annual self-evaluation and individual development plans take into account members' potential to develop, for example, skills to chair a committee or a board in future (consider use of vice-chair roles). |
| **Working in Partnership** | |
| 37 | Continue to work with other boards and board secretaries, CDN and others in the sector to develop and share good practice. |
| 38 | Maintain good communications with Equality & Diversity professionals and networks in the interests of continuing improvement. |
| 39 | Look for opportunities to engage with other bodies, for example, Scottish Government, ACOSVO, or the Institute of Directors, that may be promoting programmes to develop the 'pipeline' of candidates for non-executive board roles from diverse backgrounds. |

# BORDERS COLLEGE

# GOVERNANCE COMMITTEE MEMBERSHIP

### Finance & General Purposes Committee

Elaine Acaster (Chair)
Tony Jakimciw
Angela Cox
Paula Hutchison
David Peace
Liz Parkes
Nicola McIlwraith
David Johnson
Student Representative
*(Quorum 4)*

### Human Resource Committee

Tony Jakimciw
Jane Gaddie
Angela Cox
Liz Parkes
Ian Ireland
*(Quorum 3)*

### Nominations Committee

Tony Jakimciw (Chair)
Bryan McGrath
Virginia Grant
David Peace
Elaine Acaster

*(Quorum 3)*

### Audit Committee

Steven Ker (Chair)
Ian Ireland
Bryan McGrath
Jane Gaddie
Jen MacKenzie
Student Representative
*(Quorum 3)*

### Curriculum and Quality Committee

Ian Ireland (Chair)
Angela Cox
Virginia Grant
Tony Jakimciw
Sara Shinton
David Johnson
Paula Hutchison
Student Representative
*(Quorum 3)*

### Remuneration Committee

Jane Gaddie (Chair)
Tony Jakimciw
Elaine Acaster
*(Quorum 3)*

### Chair's Committee
Tony Jakimciw (Chair)
(members as required)
(*Quorum 3*)

**Board of Management**

*Tony Jakimciw (Chair)*
*Angela Cox*
*Bryan McGrath*
*Ian Ireland*
*Steven Ker*
*Elaine Acaster*
*David Peace*
*Virginia Grant*
*Liz Parkes*
*Jane Gaddie*
*Sara Shinton*
*Nicola McIlwraith*
*David Johnson*
*Paula Hutchison (staff rep)*
*Jen MacKenzie (staff rep)*
*Douglas Jardine (student rep)*
*David Elder (student rep)*

**(Quorum not less that one third of members, 50% of whom must be external members)**