

## Board of Management Audit Committee

<b>Date of Meeting</b>	<b>Wednesday 13 September 2016</b>
<b>Paper No.</b>	<b>AC1-C</b>
<b>Agenda Item</b>	<b>6</b>
<b>Subject of Paper</b>	<b>Board and Committee Schedule</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Paul Clark, College Secretary/Planning</b>
<b>Date of production</b>	<b>4 September 2017</b>
<b>Action</b>	<b>For Approval</b>

### 1. Recommendations

That the Committee reviews and approves the Schedule of Approvals and other work, together with the format of the individual Draft Programmes of Work for each Committee. NB these programmes are currently in draft form (attached as an appendix) to be revised and approved by the respective Committees and their Conveners.

## **2. Purpose of report**

The purpose of this report is to provide the Committee with a draft schedule of approvals and other work for 2017-18, for discussion and recommendation to the Board for utilisation by the Board Committee Conveners and members.

## **3. Context**

3.1 Board of Management and its Committees produce a schedule of approvals and other essential work to ensure that these responsibilities are not overlooked, and that they are visible in the interests of good governance practice, transparency, and communication.

3.2 The attached draft “Schedules of Work” for each Committee includes the terms of reference for each Committee, together with the required approvals as recorded in the Board Schedule of Approvals, and will also include any additional report submissions, performance information, and other assurances required by each Committee on behalf of the Board of Management.

## **4. Impact and implications**

4.1 In adopting the Board Schedule and Committee Work Schedules/Programmes, the responsibilities and requirements of each Committee is made clear. This enables effective work planning and timetabling to be undertaken, as well as providing a transparent indication to all of the work being done by the Board and its Committees.

4.2 This also provides clear information, relating to their responsibilities, to other Board members, prospective Committee members and conveners, as well as new Board and Committee members.

### **Appendices:**

**Appendix 1: Board of Management Schedule of Approvals**

**Appendix 2: Draft Committee Schedules of Work**

BOARD OF MANAGEMENT MEETINGS - SCHEDULE OF DOCUMENT SUBMISSIONS/APPROVALS 2017-18

COMMITTEE	Meeting Dates	Standing Items	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	
Board of Management	23 August 2017 11 October 2017 (All Day) 6 December 2017 14-15 February 2018 (Residential) 14 March 2018 6 June 2018	Health & Safety Update Report Chair's Remarks. Principal's Report. Committee Minutes.	Health and Safety Annual Report. Financial Plan.		PLANNING EVENT Review of Strategic Plan and Objectives. Annual Report on Institution-Led Review of Quality.		Strategic Risk Review. Annual Report and Financial Statements 2016-17. Audit Committee Annual Report. Strategic Plan.		RESIDENTIAL EVENT	Board Evaluation.			Calendar of Meetings. Committee Terms of Reference Review. Strategic Risk Review. Board Evaluation Report. Financial Plan. Students' Association Annual Report.		
Audit Committee	13 September 2017 15 November 2017 21 February 2018 16 May 2018	Strategic Risk Review (All Mtgs). Internal and External Audit Reports. Internal Audit Progress Report. Committee Self-evaluation (once per year).		Committee Annual Report. Board and Committee Schedules. Internal Audit Annual Report. Report on Financial Regulations Authorised Limits.		Annual Report and Accounts. Annual Internal Audit Plan Annual Report on SFC FM Delegation Limits & Expenditure. External Audit Annual Report. External Audit Management Letter. Annual Report on Compensation Payments and Abandonment of Claims.			Committee Terms of Reference. Annual Internal Audit Plan. Report on Financial Regulations Authorised Limits.			External Audit Plan. FOISA Report.			
Development Committee	1 November 2017 24 January 2018 18 April 2018	Strategic Risk Review (All Mtgs) Performance Against Targets (Commercial & International). Industry Academies Progression Against Targets Report. International Projects Update. International Travel Costs v Benefits Update. Reputational and Fraud Risks in line with Int Ops (once per year). Committee Self-evaluation (once per year).				Committee Annual Report. Programme of Work. Corporate Development Strategy. Reputational & Fraud Risks in line with International Operations.		Committee Terms of Reference. Corporate Development Strategy.			Corporate Development Strategy.				
Finance & Physical Resources Committee	27 September 2017 22 November 2017 28 February 2018 23 May 2018	Strategic Risk Review (every 2nd mtg) Property Disposals Update. NPD Delivery Report. Facilities Management Report. ICT Progress Report. Health & Safety Quarterly Report. Financial Plan Update. SFC Resource Returns. Credits Update. Treasury Mgt Report (once per year - 2nd mtg) Committee Self-evaluation (once per year).		Committee Annual Report. SFC Resource Return 16-17 + 17-18 Programme of Work. Health and Safety Annual Report. SFC Financial Forecast Return.		2015-16 Annual Report & Accounts. Annual Report on SFC FM Delegated Limits & Expenditure. Strategic Risk Review.			Course Fees 18-19. Student Accommodation Charges 18-19. SFC Grant Announcements. Committee Terms of Reference.			Draft Financial Plan 2018-19. Strategic Risk Review.			
Learning & Teaching Committee	19 September 2017 7 November 2017 6 February 2018 24 April 2018	Industry Academy Update. Curriculum Performance Report. Regional Curriculum Update. Developing Scotland's Young Workforce. Pedagogy & Innovation. Academic Board. Strategic Risk Review (every 2nd mtg). Committee Self-evaluation (once per year).		Committee Annual Report. Programme of Work. Interim Academic Performance Report. Report on Academic Appeals. Reflections Questionnaire.		Student Experience Strategy. SFC Performance Indicators/College. Report on First Impressions Questionnaire. Strategic Risk Review.			Student Experience Strategy. College Performance Indicators. SPSO Annual Complaint Handling 2016-17. Curriculum Performance Reviews. College Leaver Destinations.		Committee Terms of Reference. Report on Learning & Teaching Questionnaire. Strategic Risk Review.				
Performance, Remuneration & Nominations Committee	2 October 2017 15 January 2018 30 April 2018	Strategic Risk Review (every 2nd mtg). Committee Self-evaluation (once per year).			Committee Annual Report. Programme of Work. SFC Pls. College Dshboard/Pls. Strategic Risk Review.			Annual Report on Institution-Led Review of Quality. Committee Terms of Reference. Performance Review Update.					SPSO Complaint Handling 2016-17. CoGC Pls 2016-17. Faculties Continuous Improvement Pls. Interim Withdrawal Pls. Strategic Risk Review.		
Students, Staff & Equalities Committee	25 October 2017 31 January 2018 9 May 2018	Students' Association Update. Staff HR Metrics Quarterly Report. Equality, Diversity & Inclusion Priorities & Initiatives Update. Student Recruitment & Admissions Update. Strategic Risk Review (every 2nd mtg). Committee Self-evaluation (once per year).			Committee Annual Report. Programme of Work. Student Recruitment & Admissions Review 2017. Strategic Risk Review.			Committee Terms of Reference. Organisational Development Update. Libraries & Learning Technologies Update. Equality Mainstreaming, Equality Outcomes Reports & Equality Outcome Framework.					Students' Association Annual Report. Student Experience Annual Review 2017-18. Strategic Risk Review.		

**BOARD OF MANAGEMENT - AUDIT COMMITTEE**

**CONVENER:** Colin McMurray

**VICE CONVENER:** Graham Mitchell

**MEMBERS:** George Black, Joseph Hughes, Anne Peters, Eric Tottman-Trayner

**TERMS OF REFERENCE**

1. To review the processes for ensuring the effectiveness of the financial, and other internal control and governance systems of the College.
2. To advise the Board on the criteria for the selection and appointment of the internal auditor, and to select and recommend the appointment of the provider of an internal audit service.
3. To review the scope and effectiveness of internal audit's work including planning and operation of the work and the internal audit annual report, and to hold an annual closed meeting.
4. To ensure that the College has systems and procedures to promote economy, efficiency and effectiveness, including where appropriate the identification of specific value for money studies.
5. To advise the Board of the process for the appointment of the external auditor, who is currently appointed by the Auditor General for Scotland, for his/her remuneration.
6. To agree the scope of the external auditor's work and determine any non-audit services to be provided.
7. To consider the College's annual financial statements after review by the Finance Committee and prior to submission to the Board focusing in particular on any changes in accounting policy, major judgemental areas, significant audit adjustments, the going concern assumption and compliance with accounting standards and the Scottish Funding Council's Financial Memorandum.
8. To review the external auditor's Management Letter and management's response, and having direct access to the external auditor, including an annual closed meeting.

9. The committee may sit privately without any non-members present for all or part of a meeting if they so decide.
10. To review relevant reports from the Scottish Government, Auditor General for Scotland, Scottish Funding Council and other organisations.
11. To monitor the performance and effectiveness of external and internal audit.
12. To monitor and review the College's Strategic Risks and Risk Management Strategy, and review Risk Management Action Plans as appropriate, to ensure that the College's approach to managing the risks is appropriate and adequate.
13. To maintain oversight of whistleblowing, anti-fraud, anti-money-laundering, and anti-bribery policies
14. To ensure that all significant losses, including those in excess of the delegated limits set out in Financial Memorandum, have been properly investigated, and that the internal and external auditors and the Scottish Funding Council have been fully informed of all such losses.
15. To ensure the committee operates in compliance with the terms of the Scottish Public Finance Manual and the Scottish Funding Councils' Financial Memorandum.
16. The Committee will report annually to the full Board of Management.
17. Undertake a self-evaluation exercise annually to ensure that the Audit Committee complies with best practice in relation to governance and that the internal and external audit service is satisfactory.

<b>PROGRAMME OF WORK</b>			
<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Strategic Risk Review			
Internal and External Audit Reports			
Internal Audit Progress Report			
Committee Self-evaluation (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>13 September 2017</b>			
Committee Annual Report			
Board and Committee Schedules			
Internal Audit Annual Report			
Report on Financial Regulations Authorised Limits			
<b>15 November 2017</b>			
Annual Report and Accounts			
Annual Internal Audit Plan 2017-18			
External Audit Annual Report			
External Audit Management Letter			
Annual Report on SFC FM Delegated Limits & Expenditure			
Annual Report on Compensation Payments and Abandonment of Claims			
<b>21 February 2018</b>			
Committee Terms of Reference			
Report on Financial Regulations Authorised Limits			
<b>16 May 2018</b>			
FOISA Report			
External Audit Plan			

**BOARD OF MANAGEMENT - DEVELOPMENT COMMITTEE**

**CONVENER:** George Black

**VICE CONVENER:** George Galloway

**MEMBERS:** Joseph Hughes, Karen Kelly, Paul Little, Stuart Patrick, Anne Peters

**TERMS OF REFERENCE**

1. To conduct an ongoing strategic review of the College's commercial and international activities ensuring alignment with the College's Strategic Plan.
2. To receive and review reports on the College's commercial and international activities, to consider, assess, and manage associated risks, and new opportunities, and to oversee the implementation of new business, international and commercial activities.
3. To review and report on any significant investment opportunities, development opportunities, and associated benefits and risks to the Board of Management.
4. To provide co-ordination in respect of development related policies and decisions of relevance to more than one Committee of the Board or policies and decisions of particular significance, if deemed appropriate by the Board, and to instigate review and consideration of policy change.
5. To oversee the development and implementation of significant policy or strategic changes, if so requested by the Board of Management, and thereafter to report to the Board of Management on such matters.
6. To provide strategic oversight of College research related matters, referring to the Learning and Teaching Committee as appropriate.
7. To receive reports on and to consider the implications of relevant sectoral and non-sectoral, regional and national policy change and development to ensure that the College's Strategic direction is informed, up to date, proactive and responsive to external priorities.
8. To consider and make recommendations to the Board of Management on any development related matters of unusual or special interest not within the remit of another Board Committee.

<b>PROGRAMME OF WORK</b>			
<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Strategic Risk Review (all meetings)			
Performance against Targets (Commercial & International)			
Industry Academies Progression Against Targets Report			
International Projects Update			
Business Diversification Update			
International Travel Costs v Benefits Update			
Reputational and Fraud Risks in line with International Operations (once per year, 1 <sup>st</sup> mtg in session)			
Committee Self Evaluation Report (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>1 November 2017</b>			
Committee Annual Report			
Committee Programme of Work			
Corporate Development Strategy			
Reputational and Fraud Risks in line with International Operations			
<b>24 January 2018</b>			
Committee Terms of Reference			
Corporate Development Strategy			
<b>18 April 2018</b>			
Corporate Development Strategy			



**BOARD OF MANAGEMENT – FINANCE & PHYSICAL RESOURCES COMMITTEE**

**CONVENER:** Karen Kelly

**VICE CONVENER:** Stuart Patrick

**MEMBERS:** Tracey Howe, Paul Little, Robert Morrison, Lesley Woolfries

**TERMS OF REFERENCE**

1. To carry out the Board of Management's constitutional delegation in financial matters, and in all matters relating to the College's estate, property and facilities, including ensuring the discharge of the Board's responsibilities for land and assets transferred to and vested in it.
2. To carry out the oversight duties assigned to the Committee in the Financial Regulations ensuring, on an annual basis, that these are fully compliant with the Financial Memorandum.
3. To provide advice to the Board of Management on all significant matters related to the College's finances, estate, property and facilities.
4. To review, approve and monitor the implementation of the College's financial and estates strategies and associated plans, and to submit appropriate reports and recommendations to the Board on these strategies and plans.
5. To receive and approve the annual budget and final accounts for recommendation to the Board.
6. To receive and approve applications to the College and Sector Foundations.
7. To receive and consider advice from advisory committees on major items of capital expenditure.
8. To receive and discuss health and safety reports of the College's operation where these relate to the estate and facilities, and to report on these to the Board of Management.
9. To receive and discuss College procurement reports.
10. To consider as necessary any relevant matters requiring attention which are not included in the terms of reference of other Committees of the Board.

<b>PROGRAMME OF WORK</b>			
<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Strategic Risk Review (every 2 <sup>nd</sup> Mtg)			
Property Disposals Update			
NPD Delivery Report			
Facilities Management Report			
ICT Progress Report			
Health and Safety Quarterly Report			
Financial Plan 2017-18 Update			
SFC Resource Returns 16-17 + 16-17 (Mtg 1) SFC Resource Returns 17-18			
Credits Update			
Treasury Management Report (Once per year – 2 <sup>nd</sup> Mtg)			
Committee Self Evaluation Report (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>27 September 2017</b>			
Committee Annual Report			
Programme of Work			
SFC Resource Returns 16-17 + 16-17 + 17-18			
Financial Forecast Return (FFR) 2016			
Health and Safety Annual Report			
<b>22 November 2017</b>			
2016-17 Annual Report & Accounts			
Annual Report on SFC FM Delegated Limits & Expenditure			
Treasury Management Report			
Strategic Risk Review			

<b>28 February 2018</b>			
Course Fees 18-19			
Student Accommodation Charges 18-19			
SFC Grant Announcements			
Committee Terms of Reference			
<b>23 May 2018</b>			
Draft Financial Plan 2018-19			
Strategic Risk Review			

**BOARD OF MANAGEMENT – LEARNING & TEACHING COMMITTEE**

**CONVENER:** Jim Gallacher

**VICE CONVENER:** David Eaton

**MEMBERS:** Megan Cartwright, Tracey Howe, Paul Little, Stuart Patrick

**TERMS OF REFERENCE**

1. To provide reports, advice and recommendations to the Board of Management on academic policies and procedures, on matters relating to the curriculum, quality and learning, teaching and support, and on the role and composition of the Academic Board.
2. To undertake high level review of:
  - key aspects of academic performance, including student retention, progression, attainment and achievement;
  - performance on admissions, access and inclusion;
  - arrangements for articulation and partnership
  - approaches to learning and teaching
  - the volume and themes of student complaints, and their handling and outcomes.
3. To reflect on trends in education and encourage innovation and curriculum development to ensure that the College is successfully serving the needs of its internal and external stakeholders and is preparing effectively to meet future needs.
4. To maintain an overview of academic quality assurance and improvement standards and outcomes by reviewing reports from the Academic Board and other relevant sources, both internal and external, including feedback and evaluation from student and stakeholder surveys.
5. To review student induction and support mechanisms.
6. To consider matters concerning student discipline.
7. To monitor the conduct of the academic appeals process.

<b>PROGRAMME OF WORK</b>			
<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Industry Academy Update			
Curriculum Performance Report			
Regional Curriculum Update			
Developing Scotland's Young Workforce			
Pedagogy & Innovation			
Academic Board			
Strategic Risk Review every 2 <sup>nd</sup> meeting			
Committee Self Evaluation (once per year.			
<b>SCHEDULED ITEMS</b>			
<b>19 September 2017</b>			
Committee Annual Report			
Programme of Work			
Interim Academic Performance Report			
Report on Academic Appeals			
Reflections Questionnaire			
<b>7 November 2017</b>			
Strategic Risk Review			
Student Experience Strategy			
SFC Performance Indicators/College			
Impressions Questionnaire			

<b>6 February 2018</b>			
Student Experience Strategy			
College Performance Indicators 2016-17			
SPSO Annual Complaint Handling 2016-17			
Curriculum Performance Reviews			
College Leaver Destinations			
<b>24 April 2018</b>			
Strategic Risk Review			
Committee Terms of Reference			
Report on Learning & Teaching Questionnaire			

**BOARD OF MANAGEMENT – PERFORMANCE, REMUNERATION & NOMINATIONS  
COMMITTEE**

**CONVENER:** Lesley Woolfries

**VICE CONVENER:**

**MEMBERS:** Alisdair Barron, George Black, Jim Gallacher, Karen Kelly,  
Colin McMurray

**TERMS OF REFERENCE**

**Note**

In these terms of reference the words “senior staff” include the Principal, any Depute, Vice and Assistant Principals, and all staff at Executive Director or Director level or equivalent.

**Performance**

1. To keep the College’s Balanced Scorecard under review, to monitor its alignment with the College’s Strategic Plan, and to review progress and outcomes.
2. To monitor overall College performance with reference to the College Strategic Plan and relevant quality indicators.
3. To evaluate the preparedness of the College to meet the challenge of achieving the aims and objectives of the Strategic Plan.
4. To review senior staff performance regularly against agreed targets.
5. To consider the strategic viability, effectiveness and efficiency of any area of College activity, and to make recommendations to the Board of Management as appropriate.

**Remuneration**

6. To review at least annually the performance, remuneration, and terms and conditions of the Principal and other senior staff, adopting a process consistent with the Code of Good Governance.

7. To consider proposed staff severance arrangements for senior staff, and to make recommendations as appropriate to the Board of Management.
8. To determine the appropriate guidance for Board member expenses.
9. To demonstrate efficient and effective use of public funds in the committee's decisions, so that they reflect the performance of the organisation and the requirement for its ongoing financial sustainability.

### **Nominations**

10. Within the context of applicable legislation and associated government guidance, the College Scheme of Delegation and Standing Orders, and relevant guidelines on standards in public life, to manage the process by which Members of the Board of Management are recruited, selected, and recommended for appointment.
11. To consider objectively, transparently and fairly candidates for Board Membership, and to make recommendations for appointment to the Glasgow Colleges' Regional Board.
12. To monitor and evaluate the composition, skills and experience base and representational balance of the Board of Management, taking account where relevant of the terms of office of Members, and of issues of diversity and equalities.
13. To receive and review evaluation reports on Board performance, and on the development of Members.
14. Where the Board of Management so determines, to provide assistance in identifying, selecting and recommending candidates for appointment to senior staff positions in the College, and to senior positions in College subsidiaries or any other body to which the College is entitled to make appointments.

### **General**

15. To take decisions on behalf of the Board of Management in instances of emergency or high urgency where it is not feasible to convene a full Board meeting, and to inform all Board Members without delay of any decisions taken under this delegated authority.



<b>PROGRAMME OF WORK</b>			
<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Strategic Risk Review (every 2 <sup>nd</sup> meeting)			
Committee Self-Evaluation (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>2 October 2017</b>			
Committee Annual Report			
Programme of Work			
SFC PIs			
College Dashboard/PIs			
Strategic Risk Review			
<b>15 January 2018</b>			
Committee Terms of Reference			
Performance Review Update Report			
Annual Report on Institution-Led Review of Quality			
<b>30 April 2018</b>			
SPSO Complaint Handling 2016-17			
CoGC PIs 2016-17			
Faculties Continuous Improvement – PIs			
Interim CoGC Withdrawal PIs			
Strategic Risk Review			

**BOARD OF MANAGEMENT – STUDENTS, STAFF & EQUALITIES COMMITTEE**

**CONVENER:** Alisdair Barron

**VICE CONVENER:** Robert Morrison

**MEMBERS:** David Eaton\*, George Galloway, Megan Cartwright, Paul Little, Graham Mitchell

**TERMS OF REFERENCE**

1. To regularly consider and request reports and performance information in relation to all matters relating to staffing, students and equalities, including employee relations, organisational culture, staff welfare and health and safety, student funding and admissions, which are not directly relevant to the work of other Committees and, where necessary, to periodically review, instigate review and to approve the College's policies and strategies in relation to such matters.
2. To make recommendations to the Board on any matters of significance which fall within the remit of this Committee.
3. To regularly consider and approve the College's staffing strategy and to maintain an overview of its organisational structure.
4. To receive regular performance reports on all relevant matters including health and safety, the staff resource, turnover, sickness and absence.
5. To consider and approve the College's staff development policy and to receive reports in order to monitor performance.
6. To approve the parameters under which the Executive Leadership Team is authorised to negotiate pay and conditions of service and to receive reports and provide advice on pay negotiations and agreements, including National Bargaining.
7. To monitor and review the effectiveness of the College's employee relations, of its arrangements for negotiation and consultation, of its processes for dealing with discipline and grievance, of its Recognition and Procedure Agreements, and of other aspects of employee relations.
8. To consider and review the College's HR Policies.

9. To receive reports in order to monitor and review the Learning Agreement with the recognised trades unions and the work of the College's Union learning representatives;
10. To regularly consider reports from and related to the Student Association and address any issues raised by the Association.
11. To regularly consider reports relating to student engagement, and to monitor and review performance
12. To consider and approve the College's equality statement and its equality and diversity policies relating to both staff and students, to ensure that they comply fully with statutory requirements and are reflected in the College's strategic and operational plans so that equality and diversity forms an integral part of decision-making in the College.
13. To monitor the implementation of the College's policies on equality and diversity, and to review regularly its performance on key indicators in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

\* 'Optional' status allows a Committee member to be in attendance

<b>PROGRAMME OF WORK</b>			
<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Students' Association Update			
Staff HR Metrics Quarterly Report			
Equality, Diversity & Inclusion Current Priorities & Initiatives Update			
Student Recruitment & Admissions Update			
Strategic Risk Review every 2 <sup>nd</sup> meeting			
Committee Self Evaluation (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>25 October 2017</b>			
Committee Annual Report			
Programme of Work			
Student Recruitment & Admissions Review 2017			
Strategic Risk Review			
<b>31 January 2018</b>			
Committee Terms of Reference			
Organisational Development Update			
Libraries & Learning Technologies Update			
Equality Mainstreaming, Equality Outcomes Reports and Equality Outcome Framework			
<b>9 May 2018</b>			
Students' Association Annual Report			
Student Experience Annual Review 2017-18			
Strategic Risk Review			