

## Board of Management Audit Committee

<b>Date of Meeting</b>	<b>Wednesday 12 September 2018</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>September 2018</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 2018-19, 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 2018-19

COMMITTEE	Meeting Dates	Standing Items	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY
Board of Management	22 August 2018 10 October 2018 (All Day) 5 December 2018 13 February 2019 (All Day) 13 March 2019 5 June 2019	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	12 September 2018 14 November 2018 20 February 2019 15 May 2019	Strategic Risk Review (All Mtgs). Internal and External Audit Reports. Internal Audit Progress Report. Update from GCRB Audit Committee (when available) Committee Self-evaluation (once per year).		Committee Annual Report. Board and Committee Schedule. Annual Internal Audit Plan.		Annual Report and Accounts. Register of Interest Review Report. Internal Audit Annual Report. 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. Report on Financial Regulations Authorised Limits.			External Audit Plan. FOISA Report.		
Development Committee	31 October 2018 23 January 2019 17 April 2019	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. Flexible Workforce Development Fund. Reputational & Fraud Risks in line with International Operations.			Committee Terms of Reference.			Corporate Development Strategy.			
Finance & Physical Resources Committee	26 September 2018 21 November 2018 27 February 2019 22 May 2019	Strategic Risk Review (every 2nd mtg) Property Disposals Update. Facilities Management Report. ICT Progress Report. Health & Safety Quarterly Report. SFC Resource Returns. Credits Update. Treasury Mgt Report (once per year - 2nd mtg) Committee Self-evaluation (once per year).		Committee Annual Report. Programme of Work. Health and Safety Annual Report. SFC Financial Forecast Return. Financial Plan 2018-19. Strategic Risk Review.		2017-18 Annual Report & Accounts. Course Fees 2019-20. Non-compliant Spend Report. Treasury Management Report. Long Term Financial Planning. Annual Report on SFC FM Delegated Limits & Expenditure.			Student Accommodation Charges 19-20. SFC Grant Announcements. Committee Terms of Reference. Financial Plan 2018-19. Strategic Risk Review.			Long Term Financial Planning. Financial Plan 2018-19. Draft Financial Plan 2019-20. Non-compliant Spend Report.		
Learning & Teaching Committee	5 September 2018 6 November 2018 5 February 2019 23 April 2019	Industry Academy Update. Curriculum Performance Report. Regional Curriculum Update. Faculties Update Report. 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. Learning & Teaching Questionnaire.		Student Experience Strategy. Education Scotland Evaluative Report & Enhancement Plan. Report on Academic Performance Indicators/College. Strategic Risk Review.			SPSO Annual Complaint Handling 2016-17. Curriculum Planning Reviews. My Student Experience Questionnaire. College Leaver Destinations.		Student Experience Strategy Update. Committee Terms of Reference. Performance Action Group Output. Strategic Risk Review.			
Performance & Nominations Committee	1 October 2018 14 January 2019 29 April 2019	Strategic Risk Review (every 2nd mtg). Committee Self-evaluation (once per year).		Committee Annual Report. Programme of Work. College Dashboard/Pis. Strategic Risk Review.				Committee Terms of Reference. College Performance Improvement Measures. Education Scotland Evaluative Report and Enhancement Plan.			Draft BoM Calendar 2019-20. SPSO Complaint Handling 2017-18. College, Region & National Pis. Interim Withdrawal Pis. Strategic Risk Review.			
Remuneration Committee	1 October 2018 14 January 2019 29 April 2019	Committee Self-evaluation (once per year).												
Students, Staff & Equalities Committee	24 October 2018 16 January 2019 8 May 2019	Students' Association Update. Staff HR Metrics Quarterly Report. Equality, Diversity & Inclusion Priorities & Initiatives Update. Strategic Risk Review (every 2nd mtg). Champion Topics (to be suggested by relevant staff member). Committee Self-evaluation (once per year).		Committee Annual Report. Programme of Work. Admissions Update & Review - August Intake. Strategic Risk Review.				Committee Terms of Reference. Admissions Update - January Intake. Organisational Development Update. Libraries & Learning Technologies Update. Equality Mainstreaming, Equality Outcomes Reports & Equality Outcome Framework.				Students' Association Annual Report. Student Services Annual Review. Strategic Risk Review. Corporate Care Duties Update. ONE CITY - Inspiration, Excellence & Innovation.		

**BOARD OF MANAGEMENT - AUDIT COMMITTEE**

**CONVENER:** Colin McMurray

**VICE CONVENER:** Graham Mitchell

**MEMBERS:** George Black, 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 maintain oversight of the management of Data Protection.
15. 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.
16. To ensure the committee operates in compliance with the terms of the Scottish Public Finance Manual and the Glasgow Colleges' Regional Board Financial Memorandum.
17. The Committee will report annually to the full Board of Management.
18. 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			
Update from GCRB Audit Committee (when available)			
Committee Self-evaluation (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>12 September 2018</b>			
Committee Annual Report 2017-18			
Board and Committee Schedule			
Internal Audit Reports			
Annual Internal Audit Plan 2018-19			
<b>14 November 2018</b>			
Annual Report and Accounts			
Register of Interests Update Report			
Internal Audit Reports			
Internal Audit Annual Report			
External Audit Annual Report 2017-18			
External Audit Management Letter			
Annual Report on SFC FM Delegated Limits & Expenditure			
Annual Report on Compensation Payments and Abandonment of Claims			
<b>20 February 2019</b>			
Committee Terms of Reference			
Internal Audit Reports			
Report on Financial Regulations Authorised Limits			

<b>15 May 2019</b>			
FOISA Report			
Internal Audit Reports			
External Audit Plan			

**BOARD OF MANAGEMENT - DEVELOPMENT COMMITTEE**

**CONVENER:** George Black

**VICE CONVENER:** George Galloway

**MEMBERS:** 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			
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>31 October 2018</b>			
Committee Annual Report 2017-18			
Committee Programme of Work			
Corporate Development Strategy			
Flexible Workforce Development Fund			
Reputational and Fraud Risks in line with International Operations			
<b>23 January 2019</b>			
Committee Terms of Reference			
<b>17 April 2019</b>			
Corporate Development Strategy			

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

**CONVENER:** Karen Kelly

**VICE CONVENER:** Stuart Patrick

**MEMBERS:** Rachael Gilchrist, Tracey Howe, Milea Leone, Paul Little,  
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			
Facilities Management Report			
ICT Progress Report			
Health and Safety Quarterly Report			
SFC Resource Return 18-19			
Credits Update			
Non-Compliant Spend Report (every 2 <sup>nd</sup> Mtg)			
Treasury Management Report (Once per year – 2 <sup>nd</sup> Mtg)			
Committee Self Evaluation Report (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>26 September 2018</b>			
Committee Annual Report			
Programme of Work			
Financial Plan 2018-19			
SFC Resource Returns 17-18 + 18-19			
Financial Forecast Return (FFR) 2017			
Health and Safety Annual Report			
Strategic Risk Review			
<b>21 November 2018</b>			
2017-18 Annual Report & Accounts			
Long Term Financial Planning			

Course Fees 19-20			
Non-Compliant Spend Report			
Treasury Management Report			
Annual Report on SFC FM Delegated Limits & Expenditure			
<b>27 February 2019</b>			
Student Accommodation Charges 19-20			
Committee Terms of Reference			
Strategic Risk Review			
Committee Terms of Reference			
Financial Plan 2018-19			
SFC Grant Announcements			
<b>22 May 2019</b>			
Long Term Financial Planning			
Financial Plan 2018-19			
Draft Financial Plan 2019-20			
Non-Compliant Spend Report			

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

**CONVENER:** Jim Gallacher

**VICE CONVENER:** David Eaton

**MEMBERS:** Jennifer Gordon, Milea Leone, Tracey Howe, Paul Little

**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, including the use of IT resources
  - 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			
Pedagogy & Innovation			
Faculties Update Report			
Developing Scotland's Young Workforce			
Academic Board			
Strategic Risk Review every 2 <sup>nd</sup> meeting			
Committee Self Evaluation (once per year.			
<b>SCHEDULED ITEMS</b>			
<b>5 September 2018</b>			
Committee Annual Report			
Programme of Work			
Report on Academic Appeals			
Learning & Teaching Questionnaire			
Interim Academic Performance Report			
<b>6 November 2018</b>			
Strategic Risk Review			
Student Experience Strategy			
Education Scotland Evaluative Report & Enhancement Plan			
SFC Performance Indicators/College			
Curriculum Innovation			
<b>5 February 2019</b>			
Curriculum Planning Reviews			

SPSO Annual Complaint Handling 2016-17			
My Student Experience Questionnaire			
College Leaver Destinations			
<b>23 April 2019</b>			
Strategic Risk Review			
Committee Terms of Reference			
Student Experience Strategy Update			
Performance Action Group Output			

**BOARD OF MANAGEMENT – PERFORMANCE & 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, Depute Principal Vice 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.

**Nominations**

6. 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.
7. To consider objectively, transparently and fairly candidates for Board Membership, and to make recommendations for appointment to the Glasgow Colleges’ Regional Board.



8. 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.
9. To receive and review evaluation reports on Board performance, and on the development of Members.
10. 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**

11. 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>1 October 2018</b>			
Committee Annual Report			
Programme of Work			
Strategic Risk Review			
City of Glasgow College PIs			
<b>14 January 2019</b>			
Committee Terms of Reference			
College Performance Improvement Measures			
National Bargaining Update			
Education Scotland Evaluative Report and Enhancement Plan			
<b>29 April 2019</b>			
BoM Draft Calendar 2019-20			
College, Region & National PIs			
Strategic Risk Review			
National Bargaining Update			
SPSO Complaint Handling 2017-18			
Interim CoGC Withdrawal PIs			

**BOARD OF MANAGEMENT – REMUNERATION 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, Depute Principal, Vice Principals and all staff at Executive Director or Director level or equivalent.

**Remuneration**

1. To review at least annually the performance, remuneration, and terms and conditions of the Principal and, in turn, other senior staff, adopting a process consistent with the Code of Good Governance for Scotland’s Colleges.
2. To consider proposed staff severance arrangements for senior staff, and to make recommendations as appropriate to the Board of Management.
3. To determine the appropriate guidance for Board member expenses.
4. 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.

**PROGRAMME OF WORK**

<b>Task</b>	<b>Presented for Consideration</b>	<b>Task Completed</b>	<b>Commentary</b>
<b>STANDING ITEMS</b>			
Principal's Performance Review			
Committee Self-Evaluation (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>1 October 2018</b>			
<b>14 January 2019</b>			
<b>29 April 2019</b>			

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

**CONVENER:** Alisdair Barron

**VICE CONVENER:** Vacancy

**MEMBERS:** David Eaton\*, George Galloway, Milea Leone, Paul Little, Graham Mitchell, Alex Robertson

**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>			
Strategic Risk Review every 2 <sup>nd</sup> meeting			
Students' Association Update			
Equality, Diversity & Inclusion Current Priorities & Initiatives Update			
National Bargaining Update Report			
Staff HR Metrics Quarterly Report			
Champion Topics (to be suggested by relevant staff member)			
Committee Self Evaluation (once per year)			
<b>SCHEDULED ITEMS</b>			
<b>24 October 2018</b>			
Committee Annual Report			
Programme of Work			
Strategic Risk Review			
Admissions Update & Review - August Intake			
<b>16 January 2019</b>			
Committee Terms of Reference			
Admissions Update - January Intake			
Organisational Development Update			(Provide information on uptake of CPD – agreed Jan 18)
Libraries & Learning Technologies Update			
Equality Mainstreaming, Equality Outcomes Reports and Equality Outcome Framework			
<b>8 May 2019</b>			
Students' Association Annual Report			
Strategic Risk Review			

Corporate Care Duties Update			
ONE CITY – Inspiration, Excellence & Innovation			
Student Services Annual Review			