

## Conveners' Committee

Date of Meeting	28 April 2025
Paper No.	CC3-I
Agenda Item	4.3
Subject of Paper	Board and Committee Planning
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	3 April 2025
Action	For Discussion

### 1. Recommendations

- 1.1. To discuss the planned business for the Board and committees for the current and next academic year.

## **2. Consultation**

- 2.1. The Chair, Principal and Associate Director of Governance meet before each quarterly Board meeting to set the agenda. All committees review and approve their respective schedules of business at their final meeting of the academic year.

## **3. Key Insights**

- 3.1. Schedules of business allow the committees to plan and prioritise their work and the reports and presentations they receive throughout the year. While these schedules outline anticipated and planned activity for the year, agendas remain adaptable to emergent issues and business within their respective remits as necessary.
- 3.2. The Board and Committee Forward Plan consolidates all of the individual schedules of business together with the planned sessions for the Strategic Planning Day and Board Development Day. It is shared with the Conveners' Committee to give members sight of the planned business across the Board and offer the opportunity to recommend items for consideration.
- 3.3. The meeting dates outlined in the forward plan for the next academic year are provisional and will not be finalised until the Board approve the schedule of meetings at the end of the current academic year. Similarly, committee schedules of business are finalised only at the end of the current academic year, so items for the next year remain subject to change.

## **4. Impact and Implications**

- 4.1. Regularly reviewing the business of the Board and its committees allows the Conveners' Committee to prioritise business and remain adaptable to emergent issues, thereby ensuring the Board discharges its duties effectively and promotes good governance.

### **Appendix 1: Board and Committee Forward Plans**

## Board of Management Forward Plan 2024-25

	Standing Items	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Board of Management</b>  02/10/2024 11/12/2024 26/03/2025 18/06/2025	<ul style="list-style-type: none"> <li>Review of the Strategic Risk Register</li> <li>SA Report</li> <li>Principal's Report</li> <li>Chair's Report</li> <li>Governance Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Self-Evaluation Report</li> <li>Board Development Plan</li> <li>SFC Evaluation of the ROA</li> <li>Education Scotland Annual Engagement Report</li> <li>Committee Annual Reports</li> <li>Appointment of SIM</li> <li>Fellowship Nomination</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report &amp; Accounts</li> <li>Balanced Scorecard</li> <li>Committee Annual Reports</li> <li>Self-Evaluation Action Plan</li> <li>Diversification of Income and CGI Ltd</li> </ul>	<ul style="list-style-type: none"> <li>Fair Work</li> <li>Staff Engagement and Wellbeing</li> <li>Mid-Year Performance Report</li> <li>Modern Slavery Statement</li> </ul>	<ul style="list-style-type: none"> <li>Draft Budget</li> <li>SA Impact Report</li> <li>Board Schedule</li> <li>Board Development Plan Progress Report</li> <li>Board Recruitment and Appointments</li> <li>CGI Director Nominations</li> </ul>
<b>Audit &amp; Assurance Committee</b>  03/09/2024 27/11/2024 04/03/2025 03/06/2025	<ul style="list-style-type: none"> <li>Deep Dive</li> <li>Internal Audit Reports</li> <li>Internal Audit Overview</li> <li>DPO Report</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>Deep Dive: Complaints</li> <li>Committee Annual Report</li> <li>DPO Annual Report</li> <li>Data Breaches Report</li> <li>Draft Governance Statement</li> </ul>	<ul style="list-style-type: none"> <li>Deep Dive: Cyber Security</li> <li>External Audit Letter of Representation</li> <li>External and Internal Audit Annual Reports</li> <li>Register of Interests Status</li> <li>Best Value Framework</li> <li>SFC FM delegated Limits and Expenditure Report</li> <li>Staff Compensation Payments Report</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of Vice Convener</li> <li>Deep Dive: Counter Fraud</li> <li>SPSO Annual Complaints Report</li> <li>FOI Annual Report</li> <li>Review of Assurance Framework</li> </ul>	<ul style="list-style-type: none"> <li>Deep Dive: TBC</li> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Committee Self-Evaluation</li> <li>External Audit Annual Plan</li> <li>Annual External Compliance Report</li> <li>Review of the Policy and Procedure Register</li> <li>Incident Management and Business Continuity Progress Report</li> </ul>

Standing Items		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Conveners' Committee</b>  26/08/2024 27/01/2025 28/04/2025	<ul style="list-style-type: none"> <li>Board and Committee Planning</li> </ul>	<ul style="list-style-type: none"> <li>Committee Annual Report</li> <li>Draft Board Self-Evaluation Report</li> <li>Draft Board Development Plan</li> <li>Pay Award for Non-NPRA Staff</li> <li>Draft Response to the Consultation on RSB Review</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>The Committee is not scheduled to meet in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Board Recruitment and Succession Planning</li> <li>Member Extension Requests</li> <li>Depute Principal Recruitment Progress Report</li> </ul>	<ul style="list-style-type: none"> <li>Draft Board Schedule</li> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Board Development Plan Progress Report</li> <li>Review of the Principal's Performance and Remuneration</li> <li>Review of Senior Staff Performance and Remuneration</li> <li>Strategic Risk Review</li> </ul>
<b>Development Committee</b>  31/10/2024 06/02/2025 08/05/2025	<ul style="list-style-type: none"> <li>Commercial and International Performance Report</li> <li>CGI Ltd Activity Report</li> <li>Estates Masterplan Progress Report</li> </ul>	<ul style="list-style-type: none"> <li>The Committee is not scheduled to meet in Q1.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation: CLIC Project</li> <li>Committee Annual Report</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>Social Media Policy</li> <li>Corporate Development Strategy Delivery Report</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Strategic Risk Review</li> <li>International Travel Annual Report</li> </ul>
<b>Finance Committee</b>  11/09/2024 27/11/2024 12/03/2025 04/06/2025	<ul style="list-style-type: none"> <li>Quarterly Financial Update</li> <li>Strategic Risk Review</li> <li>Credit Delivery Report</li> <li>Non-Compliant Spend Report</li> <li>Asset Disposal and Retention</li> </ul>	<ul style="list-style-type: none"> <li>Committee Annual Report</li> <li>College Course Fees</li> <li>SFC Financial Forecast Return</li> </ul>	<ul style="list-style-type: none"> <li>Annual Procurement Report</li> <li>Student Accommodation Charges</li> <li>5-Year Financial Projection</li> <li>SFC FM delegated Limits and Expenditure Report</li> <li>Staff Compensation Payments Report</li> <li>Treasury Management Report</li> </ul>	<ul style="list-style-type: none"> <li>SFC Grant Announcements</li> </ul>	<ul style="list-style-type: none"> <li>Draft College Budget</li> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>5-Year Financial Projection</li> </ul>

Standing Items		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Learning, Teaching &amp; SE Committee</b>  17/09/2024 12/11/2024 25/02/2025 27/05/2025	<ul style="list-style-type: none"> <li>SA Update</li> <li>LTSE Update</li> <li>Academic Board Minutes</li> </ul>	<ul style="list-style-type: none"> <li>Committee Annual Report</li> <li>SFC Student Satisfaction and Engagement Survey</li> <li>Education Scotland Evaluative Report and Enhancement Plan</li> <li>Corporate Caring Duties Report</li> <li>Tertiary Quality Enhancement Framework</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>Hair &amp; Beauty Presentation</li> <li>Draft Student Success Framework</li> <li>Self-Evaluation Action Plan</li> <li>College Academic Performance Report</li> <li>Sustainable Education for Students with ASN</li> </ul>	<ul style="list-style-type: none"> <li>Neurodiversity Presentation</li> <li>Learning &amp; Teaching Policy</li> <li>Careers Framework and Strategy</li> <li>My Student Experience Survey</li> <li>SPSO Annual Complaint Report: Learning &amp; Teaching</li> <li>Strategic Risk Review</li> <li>Audited Student Funding Support</li> <li>Student Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Faculty/Directorate Presentation</li> <li>CitySA Impact Report</li> <li>Final Student Success Framework</li> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Annual Quality Engagement Report</li> <li>SFC College Leaver Destinations</li> <li>Student Academic Experience Strategy Progress Report</li> <li>City Attributes Progress Report</li> <li>Learning Spaces Project Report</li> </ul>
	<b>People &amp; Culture Committee</b>  30/10/2024 12/02/2025 14/05/2025	<ul style="list-style-type: none"> <li>HR Metrics Report</li> <li>Staff Wellbeing and Engagement Survey Progress Report</li> <li>Health and Safety Reports</li> <li>Estates and Facilities Management Report</li> <li>IT Progress Report</li> <li>Equality, Diversity and Inclusion Report</li> </ul>	<ul style="list-style-type: none"> <li>The Committee is not scheduled to meet in Q1.</li> <li>Appointment of Convener</li> <li>Committee Annual Report</li> <li>Wellbeing Presentation</li> <li>Health and Safety Annual Report</li> <li>Interim Equality Reports</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>Public Sector Equality Duty Reports</li> <li>Review of People &amp; Culture Strategy</li> <li>Digital Strategy Progress Report</li> <li>Sustainability Action Plan</li> <li>Annual Climate Change Report Return</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Strategic Risk Review</li> </ul>
	<b>Joint Committee: Audit &amp; Finance</b>  27/11/2024	<ul style="list-style-type: none"> <li>No standing items.</li> </ul>	<ul style="list-style-type: none"> <li>The Joint Committee only meets in Q2.</li> <li>Annual Report and Accounts</li> <li>External Audit Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>The Joint Committee only meets in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>The Joint Committee only meets in Q2.</li> </ul>

Standing Items		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Strategic Planning Day</b>  06/11/2024	<ul style="list-style-type: none"><li>• Review of the Balanced Scorecard</li></ul>	<ul style="list-style-type: none"><li>• Not held in Q1.</li></ul>	<ul style="list-style-type: none"><li>• Strategic Positioning and Alliances</li><li>• Supporting Economic Development and a Changing Labour Market</li><li>• Glasgow City Region</li><li>• Education, Health and Wellbeing</li></ul>	<ul style="list-style-type: none"><li>• Not held in Q3.</li></ul>	<ul style="list-style-type: none"><li>• Not held in Q4.</li></ul>
<b>Board Development Day</b>  23/04/2025	<ul style="list-style-type: none"><li>• No standing items.</li></ul>	<ul style="list-style-type: none"><li>• Not held in Q1.</li></ul>	<ul style="list-style-type: none"><li>• Not held in Q2.</li></ul>	<ul style="list-style-type: none"><li>• Not held in Q3.</li></ul>	<ul style="list-style-type: none"><li>• Constructive Challenge, Enquiry and Teamwork</li><li>• Understanding Quality (TQEF)</li><li>• Neurodiversity</li><li>• Trauma Informed College</li></ul>

## Board of Management Forward Plan 2025-26

	Standing Items	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Board of Management</b>  01/10/2025 10/12/2025 25/03/2026 17/06/2026	<ul style="list-style-type: none"> <li>Review of the Strategic Risk Register</li> <li>SA Report</li> <li>Principal's Report</li> <li>Chair's Report</li> <li>Governance Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Self-Evaluation Report</li> <li>Board Development Plan</li> <li>Committee Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report &amp; Accounts</li> <li>Balanced Scorecard</li> <li>Self-Evaluation Action Plan</li> <li>Committee Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Year Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>Draft Budget</li> <li>SA Impact Report</li> <li>Board Schedule</li> <li>Board Development Plan Progress Report</li> <li>Board Recruitment and Appointments</li> </ul>
<b>Audit &amp; Assurance Committee</b>  02/09/2025 26/11/2025 03/03/2026 26/05/2026	<ul style="list-style-type: none"> <li>Deep Dive</li> <li>Internal Audit Reports</li> <li>Internal Audit Overview</li> <li>DPO Report</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>Committee Annual Report</li> <li>DPO Annual Report</li> <li>Data Breaches Report</li> <li>Draft Governance Statement</li> </ul>	<ul style="list-style-type: none"> <li>External Audit Letter of Representation</li> <li>External and Internal Audit Annual Reports</li> <li>Register of Interests Status</li> <li>SFC FM delegated Limits and Expenditure Report</li> <li>Staff Compensation Payments Report</li> </ul>	<ul style="list-style-type: none"> <li>SPSO Annual Complaints Report</li> <li>FOI Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Committee Self-Evaluation</li> <li>External Audit Annual Plan</li> <li>Annual External Compliance Report</li> <li>Review of the Policy and Procedure Register</li> </ul>
<b>Conveners' Committee</b>  25/08/2025 26/01/2026 27/04/2026	<ul style="list-style-type: none"> <li>Board and Committee Planning</li> </ul>	<ul style="list-style-type: none"> <li>Committee Annual Report</li> <li>Draft Board Self-Evaluation Report</li> <li>Draft Board Development Plan</li> <li>Pay Award for Non-NPRA Staff</li> <li>Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>The Committee is not scheduled to meet in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Board Recruitment and Succession Planning</li> <li>Mid-Year Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>Draft Board Schedule</li> <li>Schedule of Business</li> <li>Terms of Reference Review</li> <li>Board Development Plan Progress Report</li> <li>Review of the Principal's Performance and Remuneration</li> <li>Review of Senior Staff Performance and Remuneration</li> <li>Strategic Risk Review</li> </ul>

Standing Items		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Development Committee</b>	• Commercial and International Performance Report	• The Committee is not scheduled to meet in Q1.	• Committee Annual Report • Strategic Risk Review	• Corporate Development Strategy Delivery Report	• Schedule of Business • Terms of Reference Review • Strategic Risk Review • International Travel Annual Report
	23/10/2025				
	05/02/2026	• CGI Ltd Activity Report			
	07/05/2026	• Estates Masterplan Progress Report			
<b>Finance Committee</b>	• Quarterly Financial Update	• Committee Annual Report	• Annual Procurement Report	• SFC Grant Announcements	• Draft College Budget
	• Strategic Risk Review	• College Course Fees	• Student Accommodation Charges		• Schedule of Business
	• Credit Delivery Report	• SFC Financial Forecast Return	• 5-Year Financial Projection		• Terms of Reference Review
	10/09/2025	• Non-Compliant Spend Report	• SFC FM delegated Limits and Expenditure Report		• 5-Year Financial Projection
	26/11/2025	• Asset Disposal and Retention	• Staff Compensation Payments Report		
	11/03/2026		• Treasury Management Report		
	03/06/2026				
<b>Learning, Teaching &amp; SE Committee</b>	• SA Update	• Committee Annual Report	• Faculty/Directorate Presentation	• Faculty/Directorate Presentation	• Faculty/Directorate Presentation
	• LTSE Update	• SFC Student Satisfaction and Engagement Survey	• Draft Student Success Framework	• Careers Framework and Strategy	• CitySA Impact Report
	• Academic Board Minutes	• Strategic Risk Review	• Self-Evaluation Action Plan	• SFC College Leaver Destinations	• Final Student Success Framework
	16/09/2025		• College Academic Performance Report	• My Student Experience Survey	• Schedule of Business
	11/11/2025		• Corporate Caring Duties Report	• SPSO Annual Complaint Report: Learning & Teaching	• Terms of Reference Review
	24/02/2026			• Strategic Risk Review	• Annual Quality Engagement Report
	19/05/2026			• Audited Student Funding Support	• Student Academic Experience Strategy Progress Report
				• Student Recruitment	• City Attributes Progress Report
					• Learning Spaces Project Report



	Standing Items	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>People &amp; Culture Committee</b>  29/10/2025 18/02/2026 13/05/2026	<ul style="list-style-type: none"> <li>• HR Metrics Report</li> <li>• Staff Wellbeing and Engagement Survey Progress Report</li> <li>• Health and Safety Reports</li> <li>• Estates and Facilities Management Report</li> <li>• IT Progress Report</li> <li>• Equality, Diversity and Inclusion Report</li> </ul>	<ul style="list-style-type: none"> <li>• The Committee is not scheduled to meet in Q1.</li> </ul>	<ul style="list-style-type: none"> <li>• Committee Annual Report</li> <li>• Health and Safety Annual Report</li> <li>• Strategic Risk Review</li> </ul>	<ul style="list-style-type: none"> <li>• Public Sector Equality Duty Reports</li> <li>• Review of People &amp; Culture Strategy</li> <li>• Digital Strategy Progress Report</li> <li>• Annual Climate Change Report Return</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule of Business</li> <li>• Terms of Reference Review</li> <li>• Strategic Risk Review</li> </ul>
<b>Joint Committee: Audit &amp; Finance</b>  26/11/2025	<ul style="list-style-type: none"> <li>• No standing items.</li> </ul>	<ul style="list-style-type: none"> <li>• The Joint Committee only meets in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report and Accounts</li> <li>• External Audit Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• The Joint Committee only meets in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>• The Joint Committee only meets in Q2.</li> </ul>
<b>Strategic Planning Day</b>  05/11/2025	<ul style="list-style-type: none"> <li>• Review of the Balanced Scorecard</li> </ul>	<ul style="list-style-type: none"> <li>• Not held in Q1.</li> </ul>	<ul style="list-style-type: none"> <li>• Evolution of the Strategic Plan</li> <li>• Next Generation Polytechnic</li> <li>• Riverside Innovation Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Not held in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>• Not held in Q4.</li> </ul>
<b>Board Development Day</b>  22/04/2026	<ul style="list-style-type: none"> <li>• No standing items.</li> </ul>	<ul style="list-style-type: none"> <li>• Not held in Q1.</li> </ul>	<ul style="list-style-type: none"> <li>• Not held in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>• Not held in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>• Session TBC</li> <li>• Session TBC</li> <li>• Session TBC</li> <li>• Session TBC</li> </ul>