Board of Management

Date of Meeting	Wednesday 1 October 2025
Paper No.	BoM1-H
Agenda Item	4.1.1
Subject of Paper	Committee Annual Reports 2024-25
FOISA Status	Disclosable
Primary Contact	Robbie Francis Thorntons Law LLP, Interim Governance Support
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Action	For Noting

1. Recommendations

1.1. To note the committee annual reports for the: Audit & Assurance Committee Conveners' Committee, Finance Committee and Learning, Teaching & Student Experience Committee for the 2024-25 academic year.

1.2. To note that the annual reports for the Development Committee and People & Culture Committee will be tabled at the Board's meeting in December.

2. Purpose

2.1. To provide the Board of Management's with a high-level review of the business of its committees throughout the most recent academic year.

3. Consultation

3.1. Members of the respective committees considered their annual reports and approved them for tabling at the Board's meeting in October for noting.

4. Key Insights

4.1. Since 2014-15, following an internal audit recommendation, the Board of Management has established the practice of preparing an annual report for each committee. Annual committee reports are tabled early in the academic year.

4.2. The annual reports provide a high-level review and record of a committee's deliberations and decision-making which can be used by members to reflect on the year, as well as to inform other stakeholders. In addition to the regular publication of Board and committee minutes and papers, annual committee reports demonstrate the College's commitment to openness and transparency.

4.3. All of the annual reports prepared for the committees will be used as a basis for the drafting of the College's annual report, in line with the original internal audit recommendation.

5. Impact and Implications

5.1. Annual committee reports are one aspect of the Board's established practices that aim to provide assurance to the College's students, staff and other stakeholders, including the Regional Board, that our systems of governance, effectiveness and accountability remain robust and delivered to a high standard.

Appendix 1: The Audit & Assurance Committee Annual Report 2024-25

Appendix 2: The Conveners' Committee Annual Report 2024-25

Appendix 2: The Finance Committee Annual Report 2025-25

Appendix 3: The Learning, Teaching & Student Experience Committee Annual Report 2024-25

Audit & Assurance Committee Annual Report 2024-25

Introduction

1. The Audit & Assurance Committee is responsible for reviewing the effectiveness of the College's governance arrangements, financial systems, internal controls and risk management practices. The Committee provides assurance to the Board of Management that the College continues to meet the legislative and regulatory requirements applicable to the college sector.

2. P Hillard convened the Committee and its membership consisted of A Paterson, C Singh and M Ahmad. J Green also served as a co-opted committee member.

3. During this academic year, four meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Executive Leadership Team (ELT) and Senior Management Team (SMT), as well as from the College's internal and external auditors – Henderson Loggie and Audit Scotland respectively. A summary of key issues and business of note is enclosed below.

Annual Report and Accounts

4. At the first joint meeting of the Audit & Assurance Committee and Finance Committee, held in November 2024, the Chief Financial Officer and the Associate Director of Governance and Risk presented the draft Annual Report and Accounts for 2023-24. After consideration, the Joint Committee agreed to recommend the Annual Report and Accounts to the Board of Management, which issued final approval in December 2024.

5. During the joint session, members expressed concern about the Scottish Funding Council's (SFC) Accounts Direction for 2023-24 being issued late and subsequently amended to include a contingent liability for the national job evaluation for support staff. Members agreed that the conveners, P Hillard and R Quinn, would write to the Chair of the SFC to express their concern about the process that was followed and the unsatisfactory outcome, and seek assurances that action would be taken to avoid this happening again.

6. In their response, the SFC acknowledged the concerns raised, emphasised the exceptional circumstances and provided an assurance that future changes would be implemented on a more timely basis.

External Audit Annual Report

7. Audit Scotland, the College's external auditor, is appointed by the Auditor General for Scotland to examine and report on the College's financial management, sustainability, corporate governance and performance. This annual audit, undertaken for all public bodies in Scotland, is conducted in accordance with Audit Scotland's Code of Audit Practice, the International Standards on Auditing (UK) and the Ethical Standard for Auditors. It provides independent assurance that the College is managed effectively, uses public funds efficiently and complies with relevant legislation and regulations.

8. Audit Scotland presented the External Audit Annual Report 2023-24 to the Committee in November 2024. Members welcomed that the College had received an unqualified opinion on the financial statements, regularity and other prescribed matters. Key messages in the report include:

- **Financial Management and Sustainability:** The College had appropriate financial arrangements in place with controls operating as expected. For 2023-24, an operating deficit of £0.8 million and an underlying operating surplus of £130,000 were reported. The budget for 2024-25 forecasts a deficit for the fourth successive year, while the College has a five-year financial plan in place.
- **Vision, Leadership and Governance:** The College has a clear vision and strategy and appropriate arrangements in place to monitor progress. Governance arrangements continue to be appropriate and effective, with a good range of information published on the website. Committee members provide a good degree of scrutiny and challenge. The recent external effectiveness review highlighted the strength of the Board but recognised a period of change in membership.
- **Use of Resources to Improve Outcomes:** The College has clear arrangements in place to ensure that resources are deployed to improve strategic outcomes, meet the needs of service users, taking account of equalities, and deliver continuous improvement. The College has developed an appropriate performance management framework which links to the Strategic Plan, and has effective high-level arrangements in place to help it achieve best value.

Internal Audit Reports

9. Internal audits are a valuable independent assessment and source of assurance of the College's operational effectiveness. They help identify strengths, weaknesses and risks and these findings support continuous improvement across the College.

10. The College worked in partnership with Henderson Loggie to plan and conduct a programme of internal audits throughout 2024-25 and reported findings to the Committee. The recommendations from internal audits are graded low, medium or high. Each audit is also graded with one of four overall levels of assurance which, from high to low, are: good, satisfactory, requires improvement, and unacceptable.

11. During 2024-25, eight internal audits were undertaken in areas across the College and reported to the Committee. Of these, three of the internal audits were graded as "good", the highest overall level of assurance, and five were graded as satisfactory. 14 low-level and one medium-level recommendations were made throughout the internal audits and accepted by the College's management. No high-level recommendations were made.

12. The SFC require colleges to have the student activity data they submit in their Further Education Statistics (FES) return audited. Henderson Loggie conducted an internal audit of the 2023-24 data and issued an independent opinion confirming the return complied with all relevant guidance and that adequate procedures were in place for

accurate data collection and recording. They could, therefore, provide a reasonable assurance that the College's return was free from material misstatements.

	Recommendation Level			
Internal Audit Report	**High**	**Medium**	**Low**	**Assurance Level**
Leadership and Management Development	0	0	3	Good
Cleaning Management	0	0	2	Satisfactory
Student Fees	0	0	0	Good
Project Management	0	1	1	Satisfactory
External Communications and Marketing	0	0	1	Good
Student Admissions, Engagement and MIS	0	0	3	Satisfactory
Research and Innovation	0	0	3	Satisfactory
Strategic Partnerships	0	0	1	Satisfactory
	0	**1**	**14**	

Assurance Framework

13. Members completed a review of the Assurance Framework, which outlines the College's approach to governance, risk management, control and assurance. The new Sources of Assurance table, aligned with the Strategic Plan and Risk Register, documents information and controls through the Three Lines of Defence model.

14. The Committee's assessment of the Sources of Assurance was supported by the Associate Director of Governance & Risk and our internal auditors, Henderson Loggie, through a tailored diagnostic tool. Members recorded high levels of assurance across all categories and agreed with a recommendation to extend assessment in the 2025-26 academic year to the full Board.

Audit & Assurance Committee Self-Evaluation

15. Members completed their annual self-evaluation assessing the effectiveness of the Committee and the internal controls, financial reporting and internal/external audit arrangements in place at the College. When discussing the results, the Committee noted the high levels of assurance recorded in the self-evaluation and the progress made against the actions agreed in the previous academic year.

Freedom of Information and Data Protection

16. The Committee received an annual report on the requests submitted to, and handled by, the College under the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004 in the 2023-24 academic year. The Associate Director of Governance and Risk confirmed that 78 requests were received, a 15% increase in volume, and 99% were responded to within the statutory 20-day timescale in 2023-24. No appeals were made to the Scottish Information Commissioner (SIC) but members were advised that the two appeals made in 2022-23 were awaiting investigation and decision.

17. The Data Protection Officer (DPO) submitted quarterly reports to provide members with oversight of the current levels of data protection support, training and compliance across the College. It was reported to the Committee that eight data breaches were recorded in 2023-24, one of which required notification to the Information Commissioner's Office (ICO). Data protection health checks and action plans were undertaken and completed with all faculties and directorates throughout the year.

Complaints and Compliance

18. The Director of Excellence provided an annual report to the Committee on the volume and nature of complaints received and handled by the College. 68 complaints were received in 2023-24, a reduction of nearly 20% from the previous year. 67% complaints were resolved within five working days, while 25% were not upheld. For complaints that were either upheld (3%) or partially upheld (10%), actions and lessons learned were captured to inform improvements. No complaints were escalated to the Scottish Public Service Ombudsman.

19. The Committee were also apprised of the College's compliance with external quality standards and awarding bodies to provide them with assurance that effective arrangements were in place to meet requirements and identify non-compliance. Members welcomed the high levels of compliance across the College and that all accreditations had been successfully retained.

Incident Management and Business Continuity

20. The Associate Director of Governance & Risk presented a progress report on the College's review of incident management and business continuity. Members noted that the new Incident Management Plan, shaped by consultation with over 60 staff, had been significantly streamlined to improve usability and improvements had been made to roles, resources and communications.

21. The Committee was assured by successful testing through real and simulated incidents, including a live deployment during Storm Eowyn and an unannounced business continuity scenario, which demonstrated the plan's effectiveness. Members particularly welcomed the involvement of HND Acting and Performance students in the development of an information video and delivery of the simulated incident.

Risk Management

22. The Committee regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within its remit throughout the academic year, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

    - **SR9 - Performance:** This risk was rated high at the end of the previous academic year due to identified areas of non-compliance with external body standards and new Tertiary Quality Enhancement Framework (TQEF) arrangements being introduced. The College has since retained all external quality marks and improved its quality assurance arrangements. As a result, while the risk currently remains high, a reduction is anticipated in the new academic year.

- **SR13 – ESG:** This risk was upgraded from a low to medium risk following an external review of the College's environmental and sustainability work, which identified both strengths and areas for improvement. Implementation of the review's recommendations began in 2024-25 and will continue into the new academic year.

Deep Dives

23. At each meeting this academic year, the Committee undertook a series of deep dives to strengthen its awareness and oversight in key areas. These focused on complaints handling, cyber security, counter fraud and the new Global Internal Audit Standards.

Members' Attendance

24. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2020-21	4	19	15	79%
2021-22	5	20	17	85%
2022-23	5	17	16	94%
2023-24	4	15	11	73%
2024-25	4	16	13	81%

Review

25. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.

26. Members approved a recommendation to amend the membership section to include a requirement to ensure at least one member has recent and relevant financial experience, in line with the Scottish Public Finance Manual. The Board approved this requested change in June 2025.

27. The Committee also agreed to undertake a further review of its Terms of Reference after an assessment of the new Global Internal Audit Standards had been completed and presented to members in the new academic year.

Conveners' Committee Annual Report 2024-25

Introduction

1. The Conveners' Committee is responsible for ensuring that the governance structure and arrangements for the Board of Management remain effective and for overseeing the recruitment and nomination of candidates for membership of the Board. The Committee also has a specific remit to review the performance, remuneration and terms and conditions of the College's senior staff. Members are empowered to make decisions on behalf of the Board in instances of high urgency and emergency.

2. As Vice Chair of the Board, D Baillie convened the Committee; however, due to his leave of absence, the Committee appointed an acting Convener from among their number throughout the academic year. The membership consisted of committee conveners A Sullivan, D Anderson, R Gillespie and R Quinn.

3. During this academic year, three meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Executive Leadership Team and the Associate Director of Governance & Risk. A summary of key issues and business of note is enclosed below.

Board Membership

4. The Committee approved plans to recruit three non-executive Board members to fill three vacancies - one existing and two arising from the planned departures of R Quinn and P Hillard. The College received 34 applications for the vacancies and, following interviews, the Glasgow Colleges' Regional Board (GCRB) approved the recommended appointments of K Davis, S Robison and R Young to serve four-year terms on the Board.

5. Ahead of the conclusion of their first terms on the Board, the Committee was pleased to recommend N Cameron and E Keep for reappointment. The GCRB approved the recommended reappointment to serve four-year terms on the Board.

Board Effectiveness and Development

6. The Code of Good Governance for Scotland's Colleges requires the Board to keep its effectiveness under review – consisting of a robust annual self-evaluation and an externally facilitated review every three to five years. After reviewing the Board's Self-Evaluation Report for 2023-24, the Committee agreed to recommend it to the Board for final approval.

7. The Board Development Plan for 2024-25, also a requirement of the Code, was reviewed by members of the Committee and recommended to the Board for final approval. Members also considered a progress report on the implementation of the Board Development Plan ahead of the conclusion of the academic year. Members welcomed the progress made during the year and provided positive feedback on the content and delivery of the Board Development Day held in April.

Scottish Government Review of Regional Strategic Bodies

8. The Principal, P Little, and Chair, D Anderson, presented the joint consultation response of Glasgow's three colleges to the Scottish Government's review of Regional Strategic Bodies (RSBs) and sought feedback on the draft before submission. The Committee welcomed the proposals for partnership working between the colleges and regional stakeholders in the event of the GCRB's dissolution, as announced by the Minister for Further and Higher Education following the conclusion of the review.

Senior Staff Performance and Remuneration

9. D Anderson tabled the Principal's annual performance review for the Committee's consideration. Overall, he described the academic year as one of solid recovery and delivery, with the Principal having demonstrated strong leadership. J Gribben, Vice Principal of People & Corporate Support, reported on the performance of staff and outcomes from the Personal Development Review (PDR) process.

10. The matter of the Principal's remuneration was again subject to detailed consideration during the academic year. Members noted the decision in principle made in June 2024 to award a 3% increase, subject to a satisfactory performance review in 2024-25, and that the Principal had received a single-year award, unlike the multi-year settlement agreed for other staff. Having considered the outcome of the performance review, alongside the discussions and documentation from the previous year, the Committee agreed the increase was fair, reasonable and within the parameters of the Public Sector Pay Policy (PSPP).

11. By the end of the academic year, the National Joint Negotiating Committee (NJNC) had not reached an agreement on a pay award for staff covered by the National Recognition and Procedure Agreement (NRPA). Noting the Committee's policy of mirroring the pay award of non-NRPA at the College with the national pay award for NRPA staff, subject to affordability and PSPP, members agreed to defer a decision until the NJNC negotiations are concluded.

Forward Planning

12. Members welcomed the inclusion of the Board and committee forward plans, allowing greater visibility of planned business and activity throughout the current and next academic year and improving forward planning.

Risk Management

13. The Committee regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within their remits throughout the academic year, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

14. Members agreed to recommend the removal of SR26 (Public Health), with its key elements incorporated into SR16 (Business Continuity), ensuring continued oversight of public health preparedness and response within the College's broader incident management and business continuity planning. This was approved by the Board.

Members' Attendance

15. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2020-21	5	36	27	75%
2021-22	5	35	30	86%
2022-23	5	34	26	76%
2023-24	4	21	17	81%
2024-25	3	15	11	73%

Review

16. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.

17. The Board approved the recommendation to extend the Committee's remit to include nominations for Fellowships and City of Glasgow International Ltd, effective from the 2025-26 academic year.

Finance Committee Annual Report 2024-25

Introduction

1. The Finance Committee is responsible for overseeing the College's finance, procurement, estates and facilities functions. The Committee assures the Board of Management that the College has appropriate budgets, controls, plans and strategies in place to support financial stability and sustainability.

2. R Quinn convened the Committee and its membership consisted of D Baillie, L Heggie, P Little and P Vaker. Ahead of R Quinn stepping down before the end of the academic year, the Committee appointed L Heggie as the Convener.

3. During this academic year, four meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Chief Financial Officer (CFO), Financial Controller, Associate Director of Governance & Risk, Associate Director of Procurement and other members of staff. A summary of key issues and business of note is enclosed below.

Annual Report and Accounts

4. At the first joint meeting of the Audit & Assurance Committee and Finance Committee, held in November 2024, the CFO and the Associate Director of Governance and Risk presented the draft Annual Report and Accounts for 2023-24. After consideration, the Joint Committee agreed to recommend the Annual Report and Accounts to the Board of Management, which issued final approval in December 2024.

5. During the joint session, members expressed concern about the Scottish Funding Council's (SFC) Accounts Direction for 2023-24 being issued late and subsequently amended to include a contingent liability for the national job evaluation for support staff. Members agreed that the conveners, P Hillard and R Quinn, would write to the Chair of the SFC to express their concern about the process that was followed and the unsatisfactory outcome, and seek assurances that action would be taken to avoid this happening again.

6. In their response, the SFC acknowledged the concerns raised, emphasised the exceptional circumstances and provided an assurance that future changes would be implemented on a more timely basis.

Draft Budget

7. The CFO presented the College's draft budget for 2025-26 for the Committee's review in June 2025. Acknowledging significant progress to date and the challenging environment in which the College operates, he recommended the approval of a budget with a planned, manageable deficit of £172,000 for the next academic year.

8. Members noted that the SFC's new funding model had resulted in reductions in core funding for the College, and the Scottish Government had confirmed it would fund only 47% of the increase in National Insurance (NI) contributions which was lower than expected. Following a discussion, during which it was expressed that efficiencies could be made throughout the year to reduce the deficit, the Committee agreed to

recommend the budget for 2025-26 to the Board of Management for final approval. The Board issued this approval in June 2025.

Capital Expenditure

9. The Financial Controller presented the College's draft capital expenditure plan for 2025-26 in March 2025. She advised the Committee that the expenditure is planned and prioritised with the College's faculties and directorates over four academic years.

10. As in previous years, it was highlighted to the Committee that the College's anticipated replacement needs outstrip the capital and maintenance grant allocation by the SFC and that applications to the City of Glasgow College Foundation would therefore be required for capital expenditure plans.

11. The Committee approved the recommended £2.8 million of capital expenditure for 2025-26 and noted that the four-year plan will be reviewed annually.

Financial Projections

12. Five-year financial projections were provided to the Committee throughout the year. The CFO advised members that the College would continue to face ongoing financial challenges in the coming years due to continued flat cash funding settlements coupled with inflationary cost pressures and increases in staff costs and pension/NI contributions. The Committee acknowledged the challenges and welcomed that plans were in place to return the College to a surplus budget position from 2026-27 onwards.

Procurement

13. The Associate Director of Procurement tabled the Annual Procurement Report for 2023-24 for the Committee's approval for publication. Members welcomed the report, particularly the achievement of zero non-compliant spend and the community benefits secured through contracts, and noted the new section on climate change. The Committee approved the report for publication.

Asset Management

14. The Committee reviewed and approved the new Asset Management Policy tabled by the Associate Director of Procurement in November 2024. This new policy, along with the accompanying procedure, is part of developing a systematic and transparent approach to managing the College's assets.

Risk Management

15. The Committee regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within its remit throughout the academic year, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

    - **SR19 – Operating Surplus:** This risk was downgraded from a critical rating as the College achieved a modest surplus in 2023-24; however, it retained a high rating throughout the year as a deficit was budgeted for 2024-25 and 2025-26. Forecasts throughout the year showed improvements in the College's financial position.

- **SR23 – Funding Model:** This risk has retained a high rating since January 2024. Given that early indications are that the SFC's new funding model will not benefit the College as hoped, it is anticipated that this risk score will increase but the rating will remain high early in the new academic year.
- **SR24 – Capital Investment:** This risk has been rated high over two academic years. While the capital and maintenance grant has been increased for 2025-26, as outlined in paragraph 10, the College's needs continue to outstrip this funding and rely on the diminishing funds within the Foundation to support capital expenditure.

Members' Attendance

16. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2020-21	4	28	21	75%
2021-22	5	28	22	79%
2022-23	4	20	16	80%
2023-24	4	20	14	70%
2024-25	4	20	15	75%

Review

17. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind.

18. Members noted that the Audit & Assurance Committee had agreed to propose an amendment to the membership section of its Terms of Reference to include a requirement to ensure at least one member has recent and relevant financial experience, in line with the Scottish Public Finance Manual. The Finance Committee agreed to a recommendation to mirror this change. The Board approved both requested changes in June 2025.

Learning, Teaching & Student Experience Committee Annual Report 2024-25

Introduction

1. The Learning, Teaching & Student Experience Committee oversees the curriculum, learning, teaching and quality across the College. The Committee provides assurance to the Board of Management that the College continues to be an inspirational place of learning that enables individuals to excel and realise their full potential.

2. A Sullivan convened the Committee and its membership consisted of R Gillespie, L Heggie, E Keep, P Little, C McCarthy, D Mackeen and C Singh. M Miller and V Ramos also served as co-opted committee members.

3. During this academic year, four meetings of the Committee were held to consider the work and priorities of the College within its remit. Members received reports and presentations from the Vice Principal of Student Experience, Senior Management Team (SMT) and other members of staff. A summary of key issues and business of note is enclosed below.

Student Academic Experience Strategy

4. The Student Academic Experience Strategy (SAES) 2021-30, informed by students and developed in alignment with the Strategic Plan 2021-30, outlines the College's vision to provide an outstanding student learning experience and to be a sector leader with an international reputation for academic and professional excellence. The SAES has three themed aims – the City Student, City Learning and Teaching, City Student Journey – and outlines a series of objectives to achieve these aims.

5. The Vice Principal of Student Experience reported on progress against the SAES objectives at the end of the academic year. In addition to the Student Success Framework, Careers Strategy and lecturer professional development, which are covered later in this report, she confirmed that the review of the College's portfolio and guidance offering, the development of learning spaces and the 'Library of the Future,' and secondments to the Learning & Teaching Academy (LTA), remain in progress.

6. The Vice Principal also advised members that the first phase of the Student Journey review had been completed, with wider work continuing, and confirmed that plans are in place for the development of digital assessment and feedback systems in the new academic year. As previously reported, the City Attributes, Student Partnership Agreement and Virtual Learning Environment objectives within SAES have been completed.

Students' Association

7. The Committee received reports and presentations on the work, priorities and impact of the Students' Association (SA) at each meeting throughout the academic year. In 2024-25, the SA's primary goal was to reduce educational and social exclusion for key groups of students – including those who are disabled, neurodivergent, have additional support needs or face food insecurity.

8. The SA also ensured that the student voice continued to be promoted through the class representation system and Student Parliament. In 2024-25, there was a 14% increase in the number of class reps elected and nearly 300 reps were trained across all faculties. The SA continued to enhance the student experience with 3,711 students engaging with SA events throughout the year.

Careers Framework

9. The Director of Student Experience presented the new Careers Framework, a SAES objective, at the end of the academic year. The framework outlines how the College will provide our students with the highest quality advice and guidance in the sector, ensuring that students achieve the best possible outcomes. This reflects a college-wide commitment to equipping students for success beyond the classroom by embedding career development throughout the learner journey. The Committee welcomed and approved the framework.

Student Success Framework

10. The draft Student Success Framework was presented to the Committee in November 2024. The framework aims to support student transitions into, through and out of the College and aligns with the sector's new Tertiary Quality Enhancement Framework (TQEF). The framework was piloted with four curriculum teams in semester two of the academic year before the Committee approved it in May 2025.

11. The new Careers Framework and Student Success Framework will be implemented in the 2025-26 academic year.

Academic Performance

12. The Committee received an annual report on the College's academic performance for the 2023-24 academic year from the Director of Excellence. Members were advised that learner outcomes in 2023-24 improved across all modes of study, partly due to faculties being able to fully re-establish on-campus delivery. However, as previously reported, persistent industrial action had significantly reduced the number of teaching days available which negatively affected retention, completion and resulting.

Student Satisfaction

13. The Director of Excellence provided a report to members on the SFC's Student Satisfaction and Engagement Survey results for 2023-24. He informed the Committee that the response rate increased from 46% to 55% and satisfaction remained at 85% despite sustained industrial action. By the end of the academic year, with results published earlier than expected, the Principal reported to the Board of Management that student satisfaction had increased from 85% to a record 93% for 2024-25.

Leaver Destinations

14. The Committee also received a report from the Director of Excellence on the destinations of the College's leavers in 2022-23. The College surveyed more leavers than any other in the sector. The results indicate that 97% were in a positive destination, which was above the sector average and one of the highest in the college sector.

Education Scotland Visit

15. At the first meeting of the academic year, the Committee was pleased to receive the report from Education Scotland's annual visit in May 2024, which concluded that the College had made satisfactory progress and had the capacity to continue improving. Members were advised that this would be the final visit as the new TQEF arrangements were introduced.

Tertiary Quality Enhancement Framework

16. The Director of Excellence and the Vice Principal of Student Experience updated the Committee on the introduction of the TQEF, which sets out a shared approach to quality assurance and enhancement across Scotland's colleges and universities.

17. The framework is based on five delivery pillars, with annual monitoring and a three to five-year performance review by the SFC. Colleges will submit a Self-Evaluation and Action Plan (SEAP) each year, with the first submitted in November 2024, and will also undergo a Tertiary Quality Enhancement Review (TQER) to assess academic standards, learning quality and student success.

18. The Committee was assured that the College's existing arrangements for gathering enhancement information will be developed through the TQEF to ensure a more focused and purposeful approach. Members were also advised that work to embed the framework was already well underway, with processes and templates updated to familiarise staff with the language and requirements of the new system.

Learning & Teaching Academy

19. The LTA aims to position the College as a sector-leading institution. It is formed of three teams – Learning Technologies, Lecturer Development and Library Services – which bring together expertise in instructional design, academic development, learning technology and information science to enhance learning and teaching. Members were updated on the LTA's work throughout the year, including the appointment of a new Head of the LTA and the delivery of the Learning & Teaching Fund projects.

Learning and Teaching Professional Development

20. The Director of Student Experience presented the updated Learning & Teaching Professional Development Policy to the Committee in May 2025. He advised members that the significant changes were intended to progress the objectives of the SAES and the timescales of the General Teaching Council for Scotland (GTCS) registration process. The Committee approved the updated policy.

Presentations: Hair & Beauty, Student Support, ASN and Sustainability

21. Members also received presentations from faculty and directorate staff on work that was being undertaken across the College. The Committee welcomed staff to present on the College's hair and beauty provision, student support services, research on urban gardening and its impact on students with additional support needs, and on embedding sustainability into the curriculum.

Risk Management

22. The Committee regularly reviewed the Strategic Risk Register and Management Action Plans for those risks within its remit throughout the academic year, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

- **SR1 – Student Outcomes and Progression:** This risk was rated red throughout the 2023-24 academic year due to sustained industrial action; however, it was downgraded to medium at the start of the 2024-25 academic year once national bargaining concluded in a three-year agreement.
- **SR11 – TDAP:** This risk, which concerned the College securing taught degree awarding powers, was removed by the Committee at its first meeting of 2024-25 as an application was not considered viable and it was no longer a strategic priority for the College.

Members' Attendance

23. The attendance of members of the Committee for this academic session, and the previous four academic years, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2020-21	4	33	24	73%
2021-22	4	31	28	90%
2022-23	4	26	22	85%
2023-24	4	26	18	69%
2024-25	4	32	24	75%

Review

24. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of committees to reflect on their purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No changes were recommended in 2024-25.