CITY OF GLASGOW COLLEGE

Board of Management

Date of Meeting	Wednesday 17 June 2026
Paper No.	BoM4-C
Agenda Item	2.3
Subject of Paper	Amendments to Committee Terms of Reference
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk (ADGR)
Date of production	08 June 2026
Action	For Approval

1. Recommendations

1.1. To approve the following amendments to the Terms of Reference of the Board's committee, effective from 1 August 2026:

1.2. Refinement of Paragraphs 2.1 and 2.2 of the People & Culture Committee's terms of reference to reflect its role to better reflect its role in organisational development, workforce considerations, and performance oversight.

1.3. A reduction in the number of Learning, Teaching and Student Experience (LTSE) Committee meetings per academic year, from four to three.

2. Purpose

2.1. The purpose of this paper is to present proposed amendments to the Terms of Reference of the Board's committees arising from the annual review process, and to seek Board approval for their implementation from 1 August 2026.

2.2. These amendments are intended to ensure that committee remits remain clear, relevant, and aligned with organisational priorities, while supporting effective governance and oversight.

2.3. It is also noted that a wider, holistic review of the Board's governance framework will be undertaken during Academic Year 2026/27. This review will consider the structure, remit, and alignment of committees to ensure they are fully aligned with the College's Strategic Plan and evolving governance requirements.

3. Consultation

3.1. All of the Board's committees have been consulted during the annual review of their terms of reference.

3.2. For reference, all current Terms of Reference are published on the College website.

4. Key Insights

4.1. Following the annual review undertaken by Board committees of the Board, two changes are proposed by the People & Culture Committee and the LTSE Committee:

4.2. At its meeting on 13 May 2026, the People & Culture Committee discussed proposed refinements to its Terms of Reference, as set out below:

"The Committee AGREED that paragraphs 2.1 and 2.2 should be refined to better reflect organisational development, workforce considerations, and key performance indicators. The Convenor confirmed that the proposed changes were intended to improve clarity and transparency rather than introduce substantive revisions."

In agreement with the Committee Convenor, the following changes have been proposed:

Original:

2.1. Review regular reports and performance information in relation to all matters relating to human resources, organisational development, health and safety, staff welfare and well-being, and equalities. Periodically review, instigate review and approve the College's policies and strategies concerning such matters.

2.2. Maintain an overview of the College's organisational structure.

Proposed changes (for approval):

2.1. Review reports and performance information on human resources, organisational development and workforce planning, including staff wellbeing, equality, diversity and inclusion, and health and safety performance. Approve and periodically review related policies and strategies, ensuring alignment with the People and Culture Strategy and statutory requirements.

2.2. Maintain oversight of the College's organisational structure, workforce profile, and organisational development priorities, including capacity, capability, and succession planning, in support of strategic objectives.

4.3. At its meeting on 19 May 2026, the LTSE Committee endorsed a proposal to reduce its number of meetings from four to three. The relevant minutes extract is set out below:

"The Committee DISCUSSED the rationale for the proposed reduction in meetings, noting that the meeting held early in the academic year had limited substantive business. It was proposed that fewer, more focused meetings would allow for deeper discussion around key strategic matters. The Committee expressed support for the approach, while emphasising the importance of maintaining sufficient oversight and ensuring that the depth and quality of scrutiny would not diminish."

5. Impact and Implications

5.1. Reviewing the Board's governance documents, including the Terms of Reference for committees, provides an opportunity to ensure governance arrangements remain effective, proportionate, and aligned with strategic priorities.

5.2. The proposed amendments represent incremental improvements ahead of the broader governance review planned for AY2026-27.