

Board of Management

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Agenda Item	9.1.1
Subject of Paper	Committee Annual Reports 2023-24 – Part 1
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
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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 2023-24 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 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. The Development Committee and People & Culture Committee will be consider their annual reports at their first meeting of the academic year, scheduled for October, and they will be tabled at the Board for noting in December.

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.

Appendices:

Appendix 1: The Audit & Assurance Committee Annual Report 2023-24

Appendix 2: The Conveners' Committee Annual Report 2023-24

Appendix 2: The Finance Committee Annual Report 2023-24

Appendix 3: The Learning, Teaching & Student Experience Committee Annual Report 2023-24

Audit & Assurance Committee Annual Report 2023-24

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 L Hamilton, D Anderson C Singh. D Anderson resigned from the Committee at the end of the academic year ahead of taking up the position of Chair of the Board in August 2024.

Committee Business

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 members of 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. The Chief Financial Officer and the Associate Director of Governance and Risk presented the Annual Report and Accounts 2022-23 to the Committee in December 2023. The Committee recommended the Annual Report and Accounts to the Board of Management for final approval. From 2024-25, the Audit & Assurance Committee and the Finance Committee will hold a joint meeting to consider the Annual Report and Accounts together.

External Audit Annual Report

5. Audit Scotland, the College's external auditors, were appointed by the Auditor General for Scotland to examine and report on our financial management sustainability, corporate governance and performance. This audit work, undertaken annually for all public bodies in Scotland, is carried out in accordance with Audit Scotland's Code of Audit Practice, the International Standards on Auditing (UK) and the Ethical Standard for Auditors. The external audit provides an independent assurance that the College continues to be managed effectively, spends public funds efficiently and complies with relevant legislation and regulations.
6. Audit Scotland presented the External Audit Annual Report 2022-23 to the Committee in December 2023. 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 2022-23, an operating deficit of £3.2 million and an underlying operating deficit of £2.8 million were reported. The budget for 2023-24 forecasted a deficit for the third successive year. The College must balance voluntary severance and compulsory redundancy, undertaken to improve our financial position, against continuing to meet learning targets.
 - **Vision, Leadership and Governance:** The College has a clear vision, strategy and measures in place to monitor progress. Governance arrangements continue to be appropriate and there is a range of information published on the College's website. A review of the Board's structure was undertaken in 2022-23 and, based on observations, this restructure did not result in any negative impact. Committee members deliver effective scrutiny of management reports.
 - **Use of Resources to Improve Outcomes:** The College has developed an appropriate performance management framework which links to its strategic plan; however, work should be undertaken to develop its approach to demonstrate Best Value.

Internal Audit Reports

7. 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.
8. The College worked in partnership with Henderson Loggie to plan and conduct a programme of internal audits throughout 2023-24 and reported findings to the Committee. The recommendations are from internal audits 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.
9. During 2023-24, 11 internal audits were undertaken in areas across the College and reported to the Committee. Of these, eight of the internal audits were graded as "good", the highest overall level of assurance, and three were graded as satisfactory. 10 low-level and two medium-level recommendations were made throughout the internal audits and accepted by the College's management. No high-level recommendations were made.
10. The College's own Compliance Auditor monitors the implementation of internal and external audit recommendations and reports on progress to the Committee throughout the year. In 2023-24, the College adopted a new procedure to ensure staff and auditors were supported before, during and after audits by the Compliance Auditor. This new approach will support the implementation and tracking of actions, ensuring that they are specific, measurable, achievable, relevant and time-bound.

Internal Audit Report	Recommendation Level			Assurance Level
	High	Medium	Low	
Procurement and Creditors/Purchasing	0	1	1	Satisfactory
Budgetary Control	0	0	0	Good
Staff/Organisational Development	0	0	1	Good
Cash and Bank/Treasury Management	0	0	1	Satisfactory
Fraud Prevention and Detection	0	0	1	Good
Libraries and Learning Technologies	0	0	1	Good
Quality Assurance and Enhancement	0	0	2	Good
Business Engagement	0	0	0	Good
Severance Schemes	0	0	0	Good
Payroll	0	0	0	Good
IT Network Security	0	1	3	Satisfactory
	0	2	10	

11. The Scottish Funding Council (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 2022-23 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.
12. In June 2024, noting their satisfaction with the current service quality, members of the Committee approved the extension of Henderson Loggie's internal audit services contract for a further 24-month period. A new tender process will be undertaken to award an internal audit contract beyond 31 July 2026.

Audit & Assurance Committee Self-Evaluation

13. Members completed a self-evaluation of the effectiveness of the Committee and the College's internal controls, financial reporting and internal/external audit arrangements. The results were discussed in a private session of the Committee and members agreed on actions to be progressed in the new academic year. Areas for development included additional training, meeting attendance and format, the use of deep dives and communicating the work of the Committee to the Board. The self-evaluation exercise, based on the model questionnaire provided in the Scottish Government's Audit & Assurance Committee Handbook, will be undertaken annually.

Freedom of Information and Data Protection

14. 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. The Associate Director of Governance and Risk confirmed that 68 requests were received and 97% were responded to within the statutory 20-day timescale in the previous academic year. There was a 183% increase in the number of requests received from 2021-22 to 2022-23. Due to the level and complexity of requests received from October to December 2022, 2 responses were issued late.
15. The Data Protection Officer 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 2022-23, none of which required notification to the Information Commissioner's Office (ICO). Further to the procurement of a new General Data Protection Regulation training module in the previous academic year, it was reported that 98% of staff had completed the training by June 2024.

Complaints and Compliance

16. The Committee received a report from the Director of Excellence on the volume and nature of complaints received and handled by the College. 84 complaints were received in 2022-23 regarding customer care, applications, courses, services and facilities – an increase of 15% on the previous year. Almost two-thirds of complaints were resolved within five working days while 31% were not upheld. For complaints that were either upheld (2.4%) or partially upheld (8%), actions and lessons learned were captured to inform improvements. One complaint was escalated to the Scottish Public Service Ombudsman, which did not result in further action.
17. The Director of Excellence also reported to the Committee on the College's compliance with external quality standards and awarding bodies to provide assurance that effective arrangements were in place to meet requirements and identify non-compliance. The Committee welcomed the high levels of compliance across the College and discussed areas of non-compliance with the Maritime Coastguard Agency and Institute of Workplace and Facilities Management where improvement work was in progress.

Business Continuity

18. The Associate Director of Governance and Risk apprised the Committee of the business continuity desktop exercise undertaken at the College in May 2024. He highlighted that Ashton Resilience found the College's response to the simulated incident to be strong and confirmed that the recommendations would be implemented as part of the planned review of the Business Continuity Plan. The Committee welcomed the positive report and that the College takes business continuity and incident management seriously.

Risk Management

19. The Committee has the responsibility to ensure that the College has effective risk management arrangements in place. Following a session on risk appetite at the Strategic Planning Day in November 2023, the Committee reviewed the updated Risk Management Policy and agreed to recommend it to the Board for final approval.

20. Members also regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.
21. The risk of a failure to manage performance and achieve improved performance (SR9) was rated as high at the end of the academic year. The risk score was increased due to the identified areas of non-compliance referenced in paragraph 16, as well as the new Tertiary Quality Enhancement Framework (TQEF) requirements being introduced in 2024-25. The Director of Excellence reported that work with faculties to address course performance, internal verification training for staff and external verification meetings were being progressed to address these issues.

Members' Attendance

22. 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
2019-20	5	19	12	63%
2020-21	4	19	15	79%
2021-22	5	20	17	85%
2022-23	5	17	16	94%
2023-24	4	15	11	73%

Review

23. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No material changes were requested by the Committee in 2023-24.

Conveners' Committee Annual Report 2023-24

Introduction

1. The Conveners' Committee is responsible for ensuring that the governance structure and arrangements for the Board of Management remain effective and overseeing the recruitment and nomination of candidates for membership of the Board. The Committee has a specific remit to review the performance, remuneration and terms and conditions of the College's senior staff. Members are also empowered to take decisions on behalf of the Board in instances of high urgency and emergency.
2. In June 2023, the Board approved a new structure and Terms of Reference for its committees. From the 2023-24 academic year, the Performance & Nominations Committee and the Remuneration Committee merged to become the Conveners' Committee.
3. As Vice Chair of the Board, D Baillie convened the Committee. The membership consisted of committee conveners A Barron, A Sullivan, L Hamilton, R Quinn and D Anderson.

Committee Business

4. During this academic year, four meetings of the Committee were held to consider the work and priorities of the College within their remits. Members received reports and presentations from the Executive Leadership Team (ELT) and the Associate Director of Governance and Risk. A summary of key issues and business of note is enclosed below.

Board and Committee Membership

5. The Committee approved plans to recruit three new non-executive Board members ahead of S Patrick and L Hamilton standing down from the Board. The College received 41 applications for the vacancies and, following interviews, the Glasgow Colleges' Regional Board (GCRB) approved the appointment of L Heggie, M Ahmad and A Paterson to the Board to serve four-year terms beginning in the new academic year.
6. The Gender Representation (Scotland) Act 2018 sets an objective for the boards of public bodies to have at least 50% of women non-executive members. The Board was gender-balanced three years ahead of the implementation date but unfortunately lapsed in 2023-24. Following a review of recruitment being undertaken, and as a result of the most recent round of open and competitive recruitment, the College once again achieved gender balance on our Board. The GCRB "commended the College on activities undertaken to attract more applications from women" in the most recent recruitment round.
7. The Committee were pleased to recommend P Hillard for reappointment to the Board to serve a second term, which was approved by the GCRB.
8. Following an interview, members were happy to recommend J Green to the Board for appointment as a co-opted member of the Audit & Assurance Committee in the new academic year.

Board Effectiveness and Development

9. 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. The Committee reviewed the Board's Self-Evaluation 2022-23 Report and the External Effectiveness 2023-24 Report and recommended them both to the Board for final approval.
10. The Board Development Plan 2023-24, 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.

Senior Staff Performance and Remuneration

11. A Barron, the Chair of the Board, tabled the Principal's annual performance review for the Committee's consideration. Members recognised that the Principal continued to ably lead the College and deliver on our strategic priorities and operational objectives in unprecedentedly difficult circumstances. J Gribben, the Vice Principal of People and Corporate Support provided a report to the Committee on the performance of senior staff and discussed the implementation of the new Professional Development Review (PDR) process on behalf of the Principal.
12. The matter of the Principal's remuneration was subject to extensive discussion and careful consideration throughout the academic year. It was noted that the Principal is the only member of staff whose salary had not been reviewed in over a decade, resulting in real terms reductions to earnings and the salary not keeping pace with equivalent positions. Members acknowledged that this was not a sustainable position, agreed that it constituted exceptional circumstances and approved a 3% increase to the Principal's salary for 2023-24.
13. Following the conclusion of national bargaining for support staff, the Vice Principal of People and Corporate Support recommended that the Committee approve a corresponding pay award for non-National Recognition and Procedures Agreement (NPRA) staff. The Committee approved the £5,000 consolidated, pro-rata increase over three years for non-NPRA staff.

Organisational Change

14. Given the composition of its membership, the Committee continued to prove to be an effective forum to discuss pressing issues that impacted the College and cut across the remits of the Board's committees. The Vice Principal of People and Corporate Support, at the request of members, provided regular progress reports on organisational change to the Committee.

Risk Management

15. 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.
16. The risk of a failure to realise the benefits of regionalisation (SR5) was rated medium at the year-end due to delay and uncertainty regarding future governance arrangements in the region. However, developments are expected in the new academic year. The risk of a failure to prepare for future public health incidents/crises (SR26) was also rated medium. Members noted that training sessions were in place and that the Business Continuity Plan would be reviewed in the new academic year to support the College's preparedness.

Members' Attendance

17. The attendance of members of the Conveners' Committee for this academic session, and the previous four academic years of the legacy committee, is as follows:

Year	No. of Meetings	Possible Attendances	Actual Attendances	Percentage Attendance
2019-20	5	35	32	91%
2020-21	5	36	27	75%
2021-22	5	35	30	86%
2022-23	5	34	26	76%
2023-24	4	21	17	81%

Review

18. Committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of both 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 material changes were requested by the Committee in 2023-24.

Finance Committee Annual Report 2023-24

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. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. From the 2023-24 academic year, the Committee was retitled "Finance Committee" and responsibility for estates, facilities, IT and health and safety was assumed by the People & Culture Committee. New developments to the College's campus or property are now considered by the Development Committee.
3. R Quinn convened the Committee and its membership consisted of D Baillie, P Little, L Subido and S Patrick.

Committee Business

4. 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 other members of staff. A summary of key issues and business of note is enclosed below.

Financial Sustainability of the College and Sector

5. The Committee continued to consider the formidable multi-year financial and funding challenges impacting the College and the sector. These challenges result from the impact of Brexit, the Coronavirus pandemic, inflationary cost pressures and cash-flat funding. The Scottish Government's funding of the sector reduced by 8.5% in real terms between 2021-22 and 2023-24, with a further reduction of 4.7% in 2024-25.
6. The Scottish Funding Council's (SFC) report on the financial sustainability of colleges, published in January 2024, was discussed by the Committee. The SFC described the sector as continuing to operate in a tight fiscal environment, reported that the financial position of colleges is deteriorating and forecasted that adjusted operating deficits will continue over the next three years. The report also highlighted that colleges remain highly reliant on the SFC grant and that staff costs, which are increasing, continue to be the largest element of college expenditure.
7. At the beginning of the academic year, the Depute Principal and the Vice Principal of People & Corporate Support delivered a report for the Committee on the progress of savings and improvements made through organisational change to address the College's financial position. The Chief Financial Officer also prepared five-year financial projections for the Committee throughout the year, in addition to scenario planning discussed by the ELT and the Board at the Strategic Planning Day in November 2023, which forecasted that the College would return to an underlying operating surplus in 2025-26.

Draft Budget

8. The Chief Financial Officer presented the College's draft budget for 2024-25 for the Committee's review in June 2024. He highlighted that the College's projected deficit was previously £1.8 million and confirmed that it was now anticipated to be a £0.5 million deficit. Members welcomed the recent progress that has been made in improving the College's financial position and paid tribute to staff for achieving this result. The Committee agreed to recommend the College's draft budget for 2024-25 to the Board of Management for final approval, which was subsequently issued in June 2024.

Capital Expenditure

9. The Financial Controller presented the College's draft capital expenditure plan for 2024-25 in June 2024. She advised the Committee that the expenditure is planned and prioritised with the College's faculties and directorates over four academic years. It was also highlighted that the College's anticipated replacement needs outstrip the capital and maintenance grant allocated by the SFC and that an application to the City of Glasgow College Foundation would therefore be required. The Committee approved the recommended £2 million of capital expenditure for 2024-25 and noted that the plan will be reviewed annually. Members also approved the investment of £1.8 million in additional simulator provision for the Nautical & STEM Faculty.

Annual Report and Accounts

10. Following consideration at the Audit & Assurance Committee, the Chief Financial Officer and the Associate Director of Governance and Risk presented the Annual Report and Accounts 2022-23 to members for review. The Committee recommended the Annual Report and Accounts to the Board of Management for final approval. From 2024-25, the Audit & Assurance Committee and the Finance Committee will hold a joint meeting to consider the Annual Report and Accounts together.

Procurement

11. The Associate Director of Procurement tabled the College's Annual Procurement Report for 2022-23 for the Committee's approval for publication. Before issuing their approval, members described it as a comprehensive report which demonstrates that the College has a robust system of governance in place and expressed their commendation for the efforts of the Procurement department.

Risk Management

12. Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.
13. While significant improvements in the College's financial position have been achieved in recent years, the risk of a failure to achieve an operating surplus (SR19) continued to be rated as a critical risk. This is the only entry on the Strategic Risk Register with this rating. Risks on the failure to secure a sustainable model and level of funding (SR23) and to secure sufficient capital investment (SR24) were rated as high risks due to the challenges outlined in paragraphs 5, 6 and 9.

Members' Attendance

14. 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
2019-20	4	28	19	79%
2020-21	4	28	21	75%
2021-22	5	28	22	79%
2022-23	4	20	16	80%
2023-24	4	20	14	70%

Review

15. The Board of Management's committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No material changes were requested by the Committee in 2023-24.

Learning, Teaching & Student Experience Committee Annual Report 2023-24

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. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. From the 2023-24 academic year, the Committee was retitled “Learning, Teaching & Student Experience” and assumed a wider remit to include the student experience, previously under the Students, Staffing & Equalities Committee.
3. A Sullivan convened the Committee in 2023-24 and, over the course of the academic year, its membership consisted of C Singh, E Keep, L Subido, P Little and R Gillespie. M Miller also served as a co-opted member.

Committee Business

4. 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, members of the Senior Management Team (SMT), the Students’ Association (SA) and other staff members. A summary of key issues and business of note is enclosed below.

City Attributes

5. The development of City Attributes has been an area of interest to the Committee in the 2022-23 and 2023-24 academic years. This work was guided by the ambition outlined in the Student Academic Experience Strategy (SAES) to ensure students develop a whole series of personal skills and attributes in addition to gaining qualifications and technical skills. The four overarching City Student Attributes will support our students to:
 - **Curious:** Develop independent attributes such as critical thinking and being eager and creative.
 - **Optimistic and Open:** Be open to new experiences and willing to take on challenges with a positive attitude and enhance their ability to learn, grow and adapt to a rapidly changing world.
 - **Globally Ready:** Understand the effects of globalisation, promote inclusiveness, interact respectfully with others and promote human rights and wellbeing.
 - **Contributor:** Feel a sense of belonging and connection to their learning and will be empowered to contribute, make choices, measure and reflect on their progress.
6. The Dean of Creative Industries, who led the cross-college project, reported again to the Committee in May 2024 on progress and plans for a full rollout in the 2024-25 academic year. Members also received a demonstration of how Canvas, the College’s virtual learning environment, will be used to deliver City Attributes by a member of the project team. The Committee once again commended the staff involved and looked forward to seeing the implementation of City Attributes in the new academic year.

Student Academic Experience Strategy

7. 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 the series of objectives to achieve these aims.

8. The Vice Principal of Student Experience provided a report on the progress of delivering on the objectives outlined in SAES at the end of the academic year. Members noted the development of City Attributes and the Virtual Learning Environment had both been completed. It was also reported that the development of all formal learning spaces and the creation of the Library of the Future were in progress, while the Student Success Framework and Careers Strategy will be delivered in the 2024-25 academic year.

Students' Association

9. Members received reports and presentations on the work, priorities and impact of the SA at each meeting during the academic year. In 2023-24, the SA's goal has been to support students facing additional barriers such as neurodivergence, disabilities, marginalised backgrounds and those facing food insecurity. They have achieved this through the development of the Student Pantry, which was staffed by 22 student volunteers who provided over 5,000 items to students, as well as the "We Can" campaign and efforts to integrate Trans inclusion.
10. The SA also ensured that the student voice continues to be promoted by enhancing the class representation system – described as "leading the way" and "robust" by a staff member from another tertiary institution. – and Student Parliament. It was highlighted that plans are in place to improve class representation in areas with low engagement in the new academic year. In 2024-25, the SA also hopes to complete the National Union of Students (NUS) Quality Students' Union Framework.

Student and Staff Success

11. The Board and the Committee celebrate the success of the College's students and staff in the 2023-24 academic year, with awards and recognition including:
 - Dr Paul Little, Principal & Chief Executive of the College, was awarded a CBE for services to education
 - The College was awarded the Queen's Anniversary Award, regarded as the highest accolade available to colleges and universities in the UK, for research into oxygen depletion on board ships
 - Kenneth Hett, Professional Cookery lecturer, won the Peter Jukes Fellowship Award for Education at the Master Chefs of Great Britain 40th Anniversary Ceremony
 - Aileen Dickie-Adams, HND Jewellery student, made history by having her work added to the permanent collection of the National Museum of Scotland
 - Sara Akram won the CDN Student of the Year Award
 - David Butler won the Outstanding Contribution from a College Student award at the Herald HE Awards
 - Jacintha Henderson won the Knorr Student Chef of the Year Award
 - Yasmin George won Gold Medal at the World Skills in 3D Digital Game Art
 - Aaron Fallon and Faizan Rauf won first and third place at the Level 5 Barbering Awards at the Association of Hairdressers & Therapists Awards
 - A team of 60 students across a wide variety of academic courses won the Scottish Student Cup, retaining the cup for the third year in a row
 - Chloe Oswald, former student, won the Guild of Good Food Great Taste Award for her handcrafted chocolate
 - Megan McClellan, former student and Student President, won the sparqs Outstanding Academic Representative Award

Student Mental Health Agreement

12. The Student Mental Health Agreement 2024-2029 was tabled by the Students' Association for the Committee's consideration in May 2024. Members noted the extensive consultation undertaken and that the five-year thematic plan replaced the current two-year cycle. The Committee agreed to recommend it to the Board of Management for final approval, which was subsequently issued in June 2024.

Industrial Action

13. The Committee were kept apprised of the local and national industrial action – both strike action and action short of strike action – undertaken by the lecturers' trade union EIS-FELA. In 2023-24, 38% of the academic year was affected by industrial action and members discussed the impact on the College's students, their studies and progression.
14. During the academic year, the College implemented a series of measures to mitigate the impact of industrial action as far as possible. These measures include re-purposing timetables, class cover, larger classes on-campus and online, extraordinary arrangements for assessment, a no-detriment policy for internal progression and engaging with universities to secure articulation. The Vice Principal of Student Experience assured the Committee and the Board that the College would continue to monitor the impact of industrial action and ensure measures are in place to minimise disruption, support students to progress and mitigate damage to our reputation.

Education Scotland Annual Engagement

15. At the Committee's first meeting of the academic year, the Director of Excellence presented the Evaluative Report and Enhancement Plan and informed members of the positive outcome of Education Scotland's annual engagement visit in April 2023. Members welcomed Education Scotland's conclusion that the College had achieved satisfactory progress and discussed the areas identified for development.
16. At the final meeting of the academic year, the Director of Excellence was pleased to report that the most recent annual visit from Education Scotland in May 2024 had also been positive. He informed members the work of the SA and the development of City Attributes received attention and positive feedback during the visit. Areas for development, including the impact of external factors on student outcomes, were also raised and discussed. Members noted that this would be the final engagement from Education Scotland, with the implementation of the Tertiary Quality Enhancement Framework beginning in 2024-25.

Academic Performance

17. The Committee received an annual report on the College's academic performance for the 2022-23 academic year from the Director of Excellence. He advised the Committee that local and national industrial action undertaken by the EIS-FELA has caused disruption to certification and that the performance figures tabled may be subject to change as these issues are resolved.
18. Members noted that the College delivered 172,154 credits against a target of 175,333 – representing 98%, within the 2% tolerance threshold set by the SFC. The Committee was also kept apprised of the College's portfolio review which aims to ensure the provision is responsive to demand and underperformance is addressed.

Student Satisfaction

19. The Director of Excellence provided a report to members on the Scottish Funding Council (SFC) Student Satisfaction and Engagement Survey results for 2022-23. He informed the Committee that the response rate increased from 26% to 46% and the overall satisfaction increased from 79% to 85%. Members were advised that the results show that satisfaction levels increased across all modes of study and reached their highest level over three years.

Leaver Destinations

20. The Committee also received a report from the Director of Excellence on the destinations of the College's leavers in 2021-22. The College surveyed the most leavers within the sector and the results indicate that 97% were in a positive destination, which was above the sector average and the third highest in the sector.

Learning & Teaching Academy

21. The Learning & Teaching Academy has been established to position the College as a sector-leading tertiary academic development unit. The Academy is formed of three teams – Learning Technologies, Lecturer Development and Library Services – which brings together expertise in instructional design, academic development, learning technology and information science to enhance learning and teaching at the College. The Committee was updated on the work of the Learning & Teaching Academy throughout the year.

Presentations: Student Support, ESOL and Community Engagement

22. Members also received presentations from members of staff on work that was being undertaken across the College. In addition to the presentation of City Attributes, the Committee welcomed members of staff to present on the College's student learning support provision, English for Speakers of Other Languages (ESOL) curriculum and community engagement.

Risk Management

23. Members regularly reviewed the Strategic Risk Register and Management Action Plans (MAPs) for those risks within the remit of the Committee, recommending any changes to the Board for final approval. Risks are rated low, medium, high or critical.

24. The risk of a failure to support successful student outcomes and progression (SR1) increased throughout the academic year and was rated red. This was due to the local and national industrial action, including strike and action short of strike action, undertaken by the EIS-FELA during 2023-24 – as detailed in paragraphs 12 and 13. The risk of a failure to prepare for the impact and harness the capabilities of Artificial Intelligence (SR27) was added to the Strategic Risk Register and rated amber at the end of the academic year.

Members' Attendance

25. 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
2019-20	3	27	25	93%
2020-21	4	33	24	73%
2021-22	4	31	28	90%
2022-23	4	26	22	85%
2023-24	4	26	18	69%

Review

26. The Board of Management's committees review their Terms of Reference annually, recommending any changes to the Board for approval. This is an opportunity for members of the Committee to reflect on the purpose, remit, business, membership and meetings at the end of the academic year with the next session in mind. No material changes were requested by the Committee in 2023-24.