

Board of Management

Date of Meeting	Wednesday 11 December 2024
Paper No.	BoM2-J
Agenda Item	5.1
Subject of Paper	Governance Report
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	2 December 2024
Action	For Noting

1. Recommendations

1.1. To note the update on governance matters in the last quarter.

2. Purpose

- 2.1. To keep members of the Board of Management informed of governance-related matters.

3. Consultation

- 3.1. In progressing the matters outlined in the Governance Report, various colleagues in the College and across the sector have been engaged.

4. Key Insights

- 4.1. Members are asked to note updates on the following matters:

- Internal and External Annual Audit Reports
- Strategic Planning Day
- Trade Union Nominee
- Board Member Canvass and Annual Reviews
- Deaf Awareness Session
- Conflict of Interest
- Board Office Bearer Updates
- Committee Business

5. Impact and Implications

- 5.1. The Governance Report ensures Board members remain informed of key developments and assures them that good governance arrangements remain in place for the Board and its committees.

6. Appendices

Appendix 1: Governance Report

Governance Report: December 2024

Internal and External Annual Audit Reports

1. The College's internal auditors, Henderson Loggie, tabled their annual report at the Audit & Assurance Committee in November. The internal audit opinion for 2023-24 states that "the College has adequate and effective arrangements for risk management, control, and governance. Proper arrangements are in place to promote and secure Value for Money."
2. Audit Scotland, the College's external auditors, also presented their annual report to the Committee. The auditors found that "the College has a clear vision and strategy and has appropriate arrangements in place to monitor progress" and concluded that governance arrangements are "appropriate and effective". They also found that "the College has appropriate financial arrangements" and "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 improvements."

Strategic Planning Day

3. The Board's annual strategic planning day was held on 8 November at our Riverside campus. Five sessions were facilitated, summarised below, and the Principal confirmed that a planning day would be held with the Senior Management Team on 11 December to build on the discussions.
 - **Performance:** The Board received a draft report and a presentation from the Director of Excellence on the Level 1 Balanced Scorecard for 2023-24. The report, which measures operational performance in the previous academic year against the College's strategic priorities, is tabled for approval at the Board meeting in December.
 - **Strategic Positioning and Alliances:** The Principal and Depute Principal delivered a presentation on the College's approach to 'principalship', emphasising the College's dual focus on operational excellence today and strategic growth for tomorrow. The Board discussed the College's role as a local anchor institution with a global reach, delivered through effective partnerships and influencing at a local, national and international level.
 - **Economic Development:** D Anderson and E Keep facilitated a session on how the College can support economic development and a changing labour market. Discussions focused on adapting to the knowledge economy, addressing skills alignment challenges, and fostering partnerships between education, employers and government.
 - **Glasgow City Region:** K Rush, Director of Regional Economic Growth at Glasgow City Region, presented on the £1.13bn City Deal and the collaboration between eight partner councils to drive economic growth. The College's role as an anchor institution, capital investor, large employer and talent provider was highlighted as being key to this work.
 - **Education and Health:** M Ahmad and E Scott led a session on the links between education and health, highlighting the critical role of education in addressing social determinants of health. Discussions covered Scotland's rising health inequalities, the importance of early intervention in child and adolescent health and the College's potential to contribute to improved population health through a public health approach to learning.

Trade Union Nominee

4. The College has been engaging with UNISON's Further Education Branch since May to initiate a new nomination and election process to fill the trade union member vacancy on

our Board. Following the Further Education Branch being placed under regional supervision in November, the College had positive discussions with UNISON Scotland and re-offered support. UNISON re-opened their call for nominations on 19 November, with the deadline for submissions set for 10 December. An election will be held if more than one nomination is received.

Board Member Canvass and Annual Reviews

5. The annual canvass of members regarding their current terms of office and future intentions has now been completed. The outcome of the canvass, and the updated Skills and Experience Matrix, will inform Board recruitment and succession planning. The Conveners' Committee will consider this at their next meeting in January.
6. All members of the Board will shortly be invited to book their annual review meeting with the Chair early in the New Year. Members will have the option of meeting the Chair at City campus or via Teams.

Deaf Awareness Session

7. Unfortunately, the deaf awareness session arranged for the Board for 2 October was unable to be delivered. Deaf Action will now facilitate a session, providing members with an introduction to deaf culture and practices that members can adopt to create a more inclusive environment within the Board.

Conflict of Interest

8. The Standards Commission's latest blog post outlines the three-stage approach for identifying and managing conflicts of interest, highlighting the need to declare any interests that could influence decision-making, including those not already registered. Members are encouraged to seek advice from the Standards Officer, D McGowan, if they are uncertain whether a connection constitutes a declarable interest. The full blog post is available [here](#).

Board Office Bearer Updates

9. The Board approved P Hillard's appointment as the Senior Independent Member at the Board meeting in October.
10. D Baillie, the Vice Chair, planned to return to Board duties from his leave of absence in late October. However, due to unforeseen circumstances, his return has now been deferred until the New Year.
11. At the most recent meeting of the People & Culture Committee, members appointed R Gillespie as Convener and M Ahmad as Vice Convener. The Finance Committee also appointed L Heggie as Vice Convener.

Committee Business

12. The Board receives regular updates from all its committees, with draft minutes being tabled for noting at each quarterly meeting. Below is a summary of key business from the recent committee cycle for the Board to be aware of, as agreed by the respective committees.

Audit & Assurance Committee: The Committee received the internal and external audit annual reports, referenced in paragraphs 1 and 2.

Development Committee: Members discussed the new business plan for City of Glasgow International (CGI) Ltd and the future of the Charles Oakley Building. The Board will receive a presentation on diversification of income and CGI at the October meeting.

Finance Committee: The Committee received a quarterly financial report and welcomed the improvement in the College's projected financial position for 2024-25. Members were also pleased to note that there was no non-compliant spending in 2023-24 and welcomed the new Treasury Management Report that was presented.

Joint Audit & Finance Committee: Members of the Audit & Assurance Committee and the Finance Committee reviewed the draft Annual Report and Accounts for 2023-24 and agreed to recommend the draft to the Board for final approval at the meeting in December.

Learning, Teaching & Student Experience Committee: The Committee welcomed the College's progress in delivering on the Student Academic Experience Strategy, particularly the development of the Student Success Framework.

People & Culture Committee: Members received a presentation on the Staff Wellbeing & Engagement Survey and reviewed and approved the Equality, Diversity and Inclusion Interim Reports for publication.