

## Board of Management

<b>Date of Meeting</b>	<b>Wednesday 11 December 2024</b>
<b>Paper No.</b>	<b>BoM2-K</b>
<b>Agenda Item</b>	<b>6.1.1</b>
<b>Subject of Paper</b>	<b>Committee Annual Reports 2023-24 – Part 2</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Drew McGowan Associate Director of Governance and Risk</b>
<b>Date of production</b>	<b>4 November 2024</b>
<b>Action</b>	<b>For Noting</b>

### 1. Recommendations

- 1.1. To note the annual reports for the Development Committee and People & Culture Committee for the 2023-24 academic year.

## **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 at the first meeting of the academic year and approved them for tabling at the Board's meeting in October and December 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.

### **Appendices:**

**Appendix 1:** The Development Committee Annual Report 2023-24

**Appendix 2:** The People & Culture Committee Annual Report 2023-24

# Development Committee Annual Report 2023-24

## Introduction

1. The Development Committee oversees the College's corporate development, including commercial/international activities and partnerships, as well as its brand and reputation.
2. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August, the Committee assumed the responsibility for considering proposals and plans for new developments to the College's campuses and property. Meanwhile, the People & Culture Committee will consider the College's existing, business-as-usual estate, facilities and IT functions
3. L Hamilton convened the Committee until March 2024 and D Anderson was appointed to replace her. Members included D Baillie, N Cameron and P Little. S Breckenridge also served as a co-opted member.

## Committee Business

4. 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 Vice Principal of Corporate Development & Innovation and the Director of Business Partnerships, as well as other members of staff. A summary of key issues and business of note is enclosed below.

## Corporate Development Strategy

5. The Committee received a progress report on the delivery of the seven priorities outlined in the Corporate Development Strategy in February 2024. The Vice Principal of Corporate Development & Innovation highlighted the strength of the College's brand, partnerships, award-winning innovation and research, and upskilling/reskilling work. He also reported that work on industry/skills academies was paused due to organisational change and would resume at a more appropriate time, while work on City of Glasgow International Ltd remained ongoing.

## Commercial and International

6. Throughout the academic year, the Vice Principal of Corporate Development & Innovation and the Director of Business Partnerships provided the Committee with reports and presentations on the College's commercial and international work and progress against targets. It was reported to members that the College continues to perform well commercially despite operating in a difficult environment, with challenges in the global market, industrial action and government funding. In 2023-24, the College achieved £8.7 million in commercial and international income against a target of £6.6 million – exceeding the target by more than 30%.

## Flexible Workforce Development Fund

7. The Flexible Workforce Development Fund (FWDF), a Scottish Government initiative administered by the Scottish Funding Council, provided funding for employers to access training programmes to address priority skills and skills gaps within their organisations. The College and employers valued the FWDF and were therefore disappointed when the Scottish Government announced the withdrawal of the £10 million fund in its 2024-25 budget. The College has joined the sector, businesses, charities and trade unions in calling for FWDF to be reinstated.

## City of Glasgow International Ltd

8. City of Glasgow International Ltd (CGI), the College's wholly-owned subsidiary company, commenced its first year of trading in August 2022. The purpose of CGI is to offer commercial services – including in education, training, retail, research and consultancy – across various local, national and international sectors and markets where the College's presence is limited or infeasible. In doing so, CGI will generate a financial benefit that can be reinvested in the College.

This will support the College’s efforts to secure a diversity of income and maintain our long-term financial sustainability.

9. The Vice Principal of Corporate Development & Innovation reported to the Committee on CGI’s work undertaken and planned, performance to date and financial projections. In 2023-24, D Anderson, D Baillie, S Breckenridge and D Rae were appointed to the CGI Board of Directors to progress the development of the company. The new business plan outlined the working relationship between the College and CGI, as well as the markets that will be targeted, in the first three years of trading. There are also plans to recruit key personnel early in 2024-25.

### **Charles Oakley Building**

10. Oversight of the development of the Charles Oakley Building (COB) was transferred from the Finance Committee to the Development Committee this year following the changes to the Board’s committees described in paragraph 2.
11. At the first meeting of the academic year, members were advised of the six delivery options for student accommodation considered by the Finance Committee, noting that four of the six did not meet the College’s essential criteria. The Committee agreed that the College should continue to explore leasing part of the COB to an external party while considering its development in the longer term. The Chief Financial Officer and Vice Principal of Corporate Development & Innovation kept members apprised of progress at each meeting.

### **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. The risk of a failure to maximise income by the diversification of streams (SR20) has continued to be rated red since the Covid-19 pandemic. However, the College exceeded the commercial and international income target by 30% in 2023-24 – after exceeding the 2022-23 target by 21%. With the College projecting growth in non-government activity in 2024-25 and setting a target of £9.4 million, it is anticipated that this risk rating will be reduced.

### **Members’ Attendance**

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

<b>Year</b>	<b>No. of Meetings</b>	<b>Possible Attendances</b>	<b>Actual Attendances</b>	<b>Percentage Attendance</b>
2019-20	3	17	12	71%
2020-21	4	18	11	61%
2021-22	3	15	12	80%
2022-23	4	20	16	80%
2023-24	3	15	12	80%

### **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.

# People & Culture Committee Annual Report 2023-24

## Introduction

1. The People & Culture Committee has oversight over human resources, organisational development, employee relations, health and safety and equality, diversity and inclusion.
2. In June 2023, the Board of Management approved a new structure and Terms of Reference for its committees. On 1 August, the Committee was retitled “People & Culture Committee” and assumed responsibility for estates, facilities, IT and health and safety. The People & Culture Committee now considers the College’s existing, business-as-usual estates, facilities and IT functions. Meanwhile, the Development Committee considers proposals and plans for new Developments to the College’s campuses and property.
3. A Barron convened the Committee and, over the course of the academic year, its membership consisted of, P Hillard, P Little, A Sullivan, R Gillespie and S Mcdowall. M Miller and C McCarthy also served as co-opted members.

## Committee Business

4. 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 members of the Executive Leadership Team and Senior Management Team, as well as from other members of staff. A summary of key issues and business of note is enclosed below.

## Strategies

5. The People & Culture Strategy outlines the College’s vision to deliver a comprehensive workforce plan, support our people, establish a new world of work and enhance employment relations. The Committee received an annual delivery report from the Vice Principal of People & Corporate Support in February 2024. He highlighted the progress achieved with the development of an 11-point workforce plan, delivery of the MyDevelopment platform and the implementation of the Professional Development Review (PDR) programme.
6. The College’s Digital Strategy articulates the College’s ambitions for our digital services to support active collaborative learning and data-driven decisions, and be integrated, accessed anywhere, secure and people-centered. In May 2024, the Director of IT reported to the Committee on the delivery of the College’s Digital Strategy. He updated the Committee on the increased use of cloud storage and services, enhanced security measures, implementation of the 4me Service Desk, new workflow automation, development of data warehousing and use of Power BI, as well as current plans for Microsoft Teams telephony,
7. The Committee welcomed the progress the College had made to date and was cognisant that the strategies were being delivered amid financial and funding challenges, organisational change and industrial action.

## HR Metrics Reports

8. At each meeting of the Committee, members received a report on HR metrics and activity from the Vice Principal of People & Corporate Support. In addition to core data and analysis on staff headcount, vacancies, turnover, overtime, absence, development and integration, the report provides an update on the work of the People & Culture team and employee relations.
9. Throughout the year, members were apprised of the progress of the organisational change process, coordinated by the cross-college Transformation Team, in response to the College’s funding and financial challenges. The Committee were also updated on wellbeing initiatives. These included the introduction of a stress toolkit, a review of the Individual Stress Risk Assessment process, the development of a wellbeing framework model and diagnostic tool and the production of critical incident stress debriefing guidance for staff. Members welcomed the

College's success in winning the Glasgow Business Awards for Fair and Healthy Workplace for two consecutive years.

### **Fair Work**

10. The College is wholly committed to the principles of Fair Work. In December, the Board of Management reviewed a report that outlined the measures and initiatives that were in place to provide an effective voice, opportunity, security, fulfilment and respect for our staff. The College will continue to work with our staff and trade unions to progress Fair Work practices.

### **Hybrid Working**

11. The Committee reviewed the results of a staff survey on the future of hybrid working in November 2023. The College has been trialling hybrid working for staff since August 2021 and has engaged with staff to inform plans for the future. Members welcomed the internal engagement, emphasised the need to consider external factors and noted that the pilot would be extended for another year.

### **Staff Wellbeing and Engagement Survey**

12. In 2023-24, the College partnered once again with wellbeing specialists, Robertson Cooper, to undertake a new staff wellbeing and engagement survey. At the final meeting of the Committee in the academic year, members were advised of the preparations being made to share and act on the results with managers and staff. The Committee agreed to receive a presentation at the start of the new academic year and to receive progress reports as a standing item at each of its meetings in 2024-25.

### **Equality, Diversity and Inclusion**

13. Members received an update on the College's equality, diversity and inclusion work and data at each of its meetings in the academic year. The Committee were informed of improvements to the Equality Impact Assessment process and documentation to make it more user-friendly, efficient and effective. Members were updated on the development of a Trans Inclusion and Gender Identity Procedure for students, the re-establishment of the LGBTQ+ Staff Network and the provision of spiritual care at the College.

### **Estates, Facilities and IT**

14. Throughout the academic year, the College's Estates, Facilities and IT departments updated the Committee on their work. Notably, following investigation, it was confirmed to members that none of the College's campuses or buildings contained Reinforced Autoclaved Concrete (RAAC). Cyber security risks and mitigation measures were reported to members regularly.

### **Policy Approvals**

15. In 2023-24, the Committee reviewed and approved the updated Fire Safety Policy, Smoke and Vape Free Campus Policy and the CCTV Code of Practice. The Committee also approved the new Flag Flying Policy.

### **Risk Management**

16. 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.
17. The risk of a failure to attract, engage and retain suitable staff (SR10) was rated red due to the unprecedented level of organisational change being undertaken by the College in response to the financial and funding challenges the sector faces. The risk of the negative impact of industrial action increased throughout the year and was rated red. This was due to the local and national industrial action, including strike action and action short of strike action, undertaken by the EIS-FELA during 2022-23 and 2023-24.

## Members' Attendance

18. 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	22	81%
2020-21	3	24	24	100%
2021-22	3	21	21	100%
2022-23	3	24	20	83%
2023-24	3	18	14	78%

## Review

19. 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.